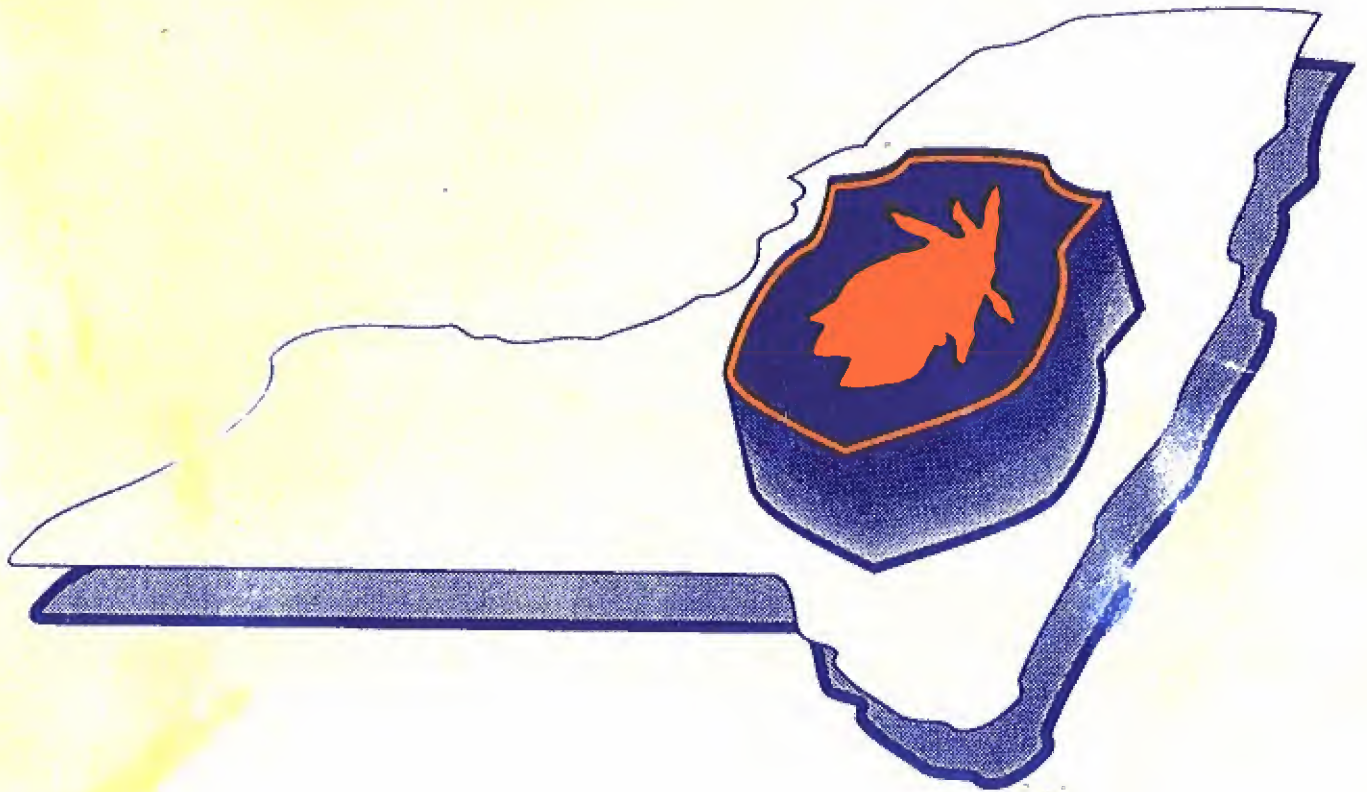


98th Division

(Training)



1993

Commanders Seminar

MG THOMAS W. SABO

COMMANDING

98th Division

The 98th Division Patch consists of a shield in the shape of The Great Seal of the State of New York, with the head of an Iroquois Indian Chief.

The five feathers represent the five original Iroquois nations: the Seneca, Onondaga, Oneida, Cayuga, and the Mohawk. The blue and orange - gold colors are those of the Dutch House of Nassau, the earliest settlers of New York State.







98th DIVISION (TRAINING)
NEW YORK
Headquarters at Rochester, New York

Iroquois Division

Constituted 23 July, 1918.

Demobilized in November, 1918, at Camp McClellan.

Reconstituted in the Organized Reserves 24 June, 1921.

Organized in November, 1921, at Syracuse, New York.

Ordered into active service 15 September, 1942, at Camp Breckenridge, Kentucky.

Inactivated 16 February, 1946, at Osaka, Japan.

Activated in the Organized Reserves 19 December, 1946, at Syracuse, New York.

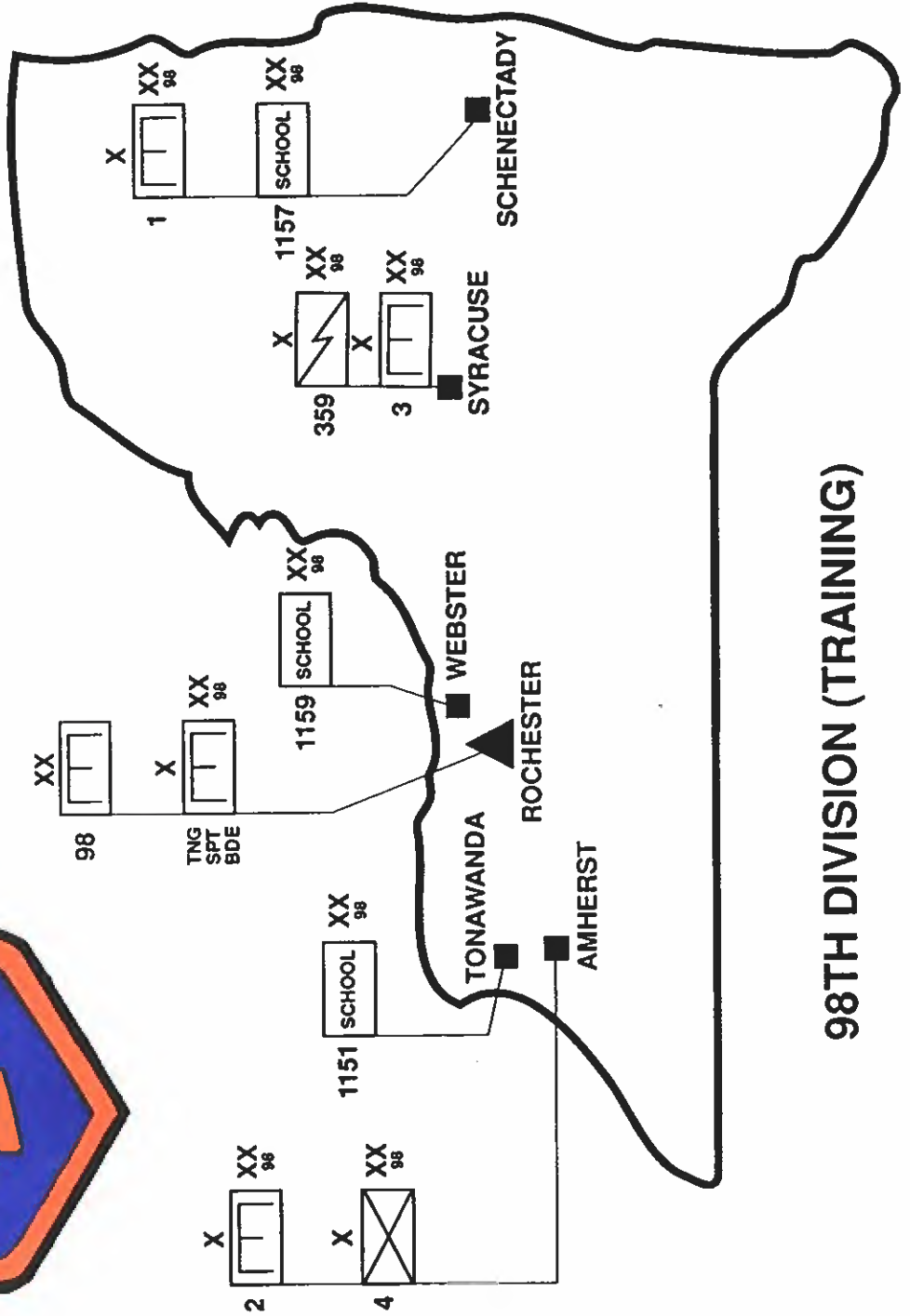
Redesignated and reorganized Headquarters and Headquarters Company, 98th Division (Training), 1 May, 1959.

CAMPAIGN STREAMERS

World War II

Asiatic-Pacific
without
Inscription





98TH DIVISION (TRAINING)

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19



Welcome to the 98th Division Commander's Seminar for 1993. The theme for this year's seminar is "Division 2000 - Taking Care of Soldiers in Time of Change".

Our Division has been through a great deal of change in 1993 and thanks to your efforts and the efforts of your soldiers and their families, we have weathered those changes well. At this seminar, I intend to set the tone for our handling of changes for the next six years. Challenges such as downsizing, loss of full-time support, and fiscal restraint continue to be great. However, the opportunities are equally great. Restructuring, new missions, modern equipment, 100% unit strength, and a heightened emphasis on Reserve contributions to the Total Army...all result in varied and challenging assignments for those soldiers who are trained and ready.



We must be prepared for these challenges and be able to take advantage of these opportunities. To do this, our soldiers must be fully trained, physically fit, and highly motivated. They must have confidence in their leaders, and they must know that their families will be prepared and ready if their soldiers are called to active duty.

To this end, over the next two days we will discuss many issues required of us all as key leaders preparing the 98th Division for the year 2000. Take this information back to your units and let your soldiers know what we are doing to "take care of them during time of change".

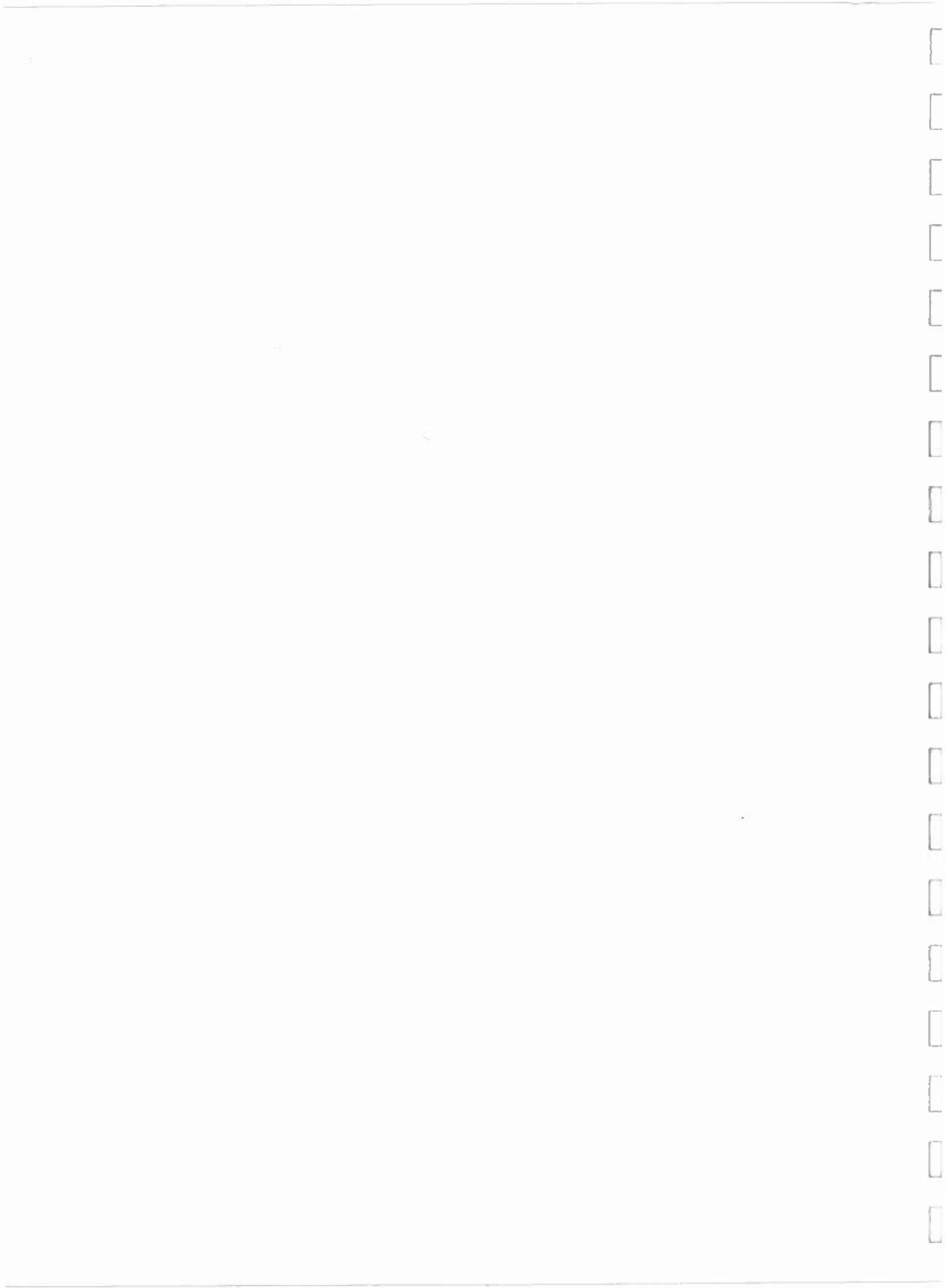
As leaders in this great Army, we have a responsibility to be sure that our soldiers are trained and ready. Trained and ready to answer America's call whether it be power projection overseas, or service at home during periods of natural disasters or domestic disturbances. America expects her Army to answer her call immediately and with complete confidence of achieving total success. Because our training is battle focused, realistic, and to standard, we can answer her call. I have complete confidence in every soldier, that he or she is ready. When America calls, we will answer in total confidence and achieve total victory.

I want to personally thank each and every one of you for your attendance at this seminar. I would especially like to thank the family members who are with us this weekend, and those who are waiting at home for our safe return. Without their support, this Division could never have attained the success it has. Thank you all and have a safe and meaningful seminar.

ESSAYONS!

A handwritten signature in black ink, appearing to read 'Tom Sabo', with a long horizontal flourish extending to the right.

THOMAS W. SABO
Major General, USAR
Commanding



98TH DIVISION'S COMMANDER'S SEMINAR

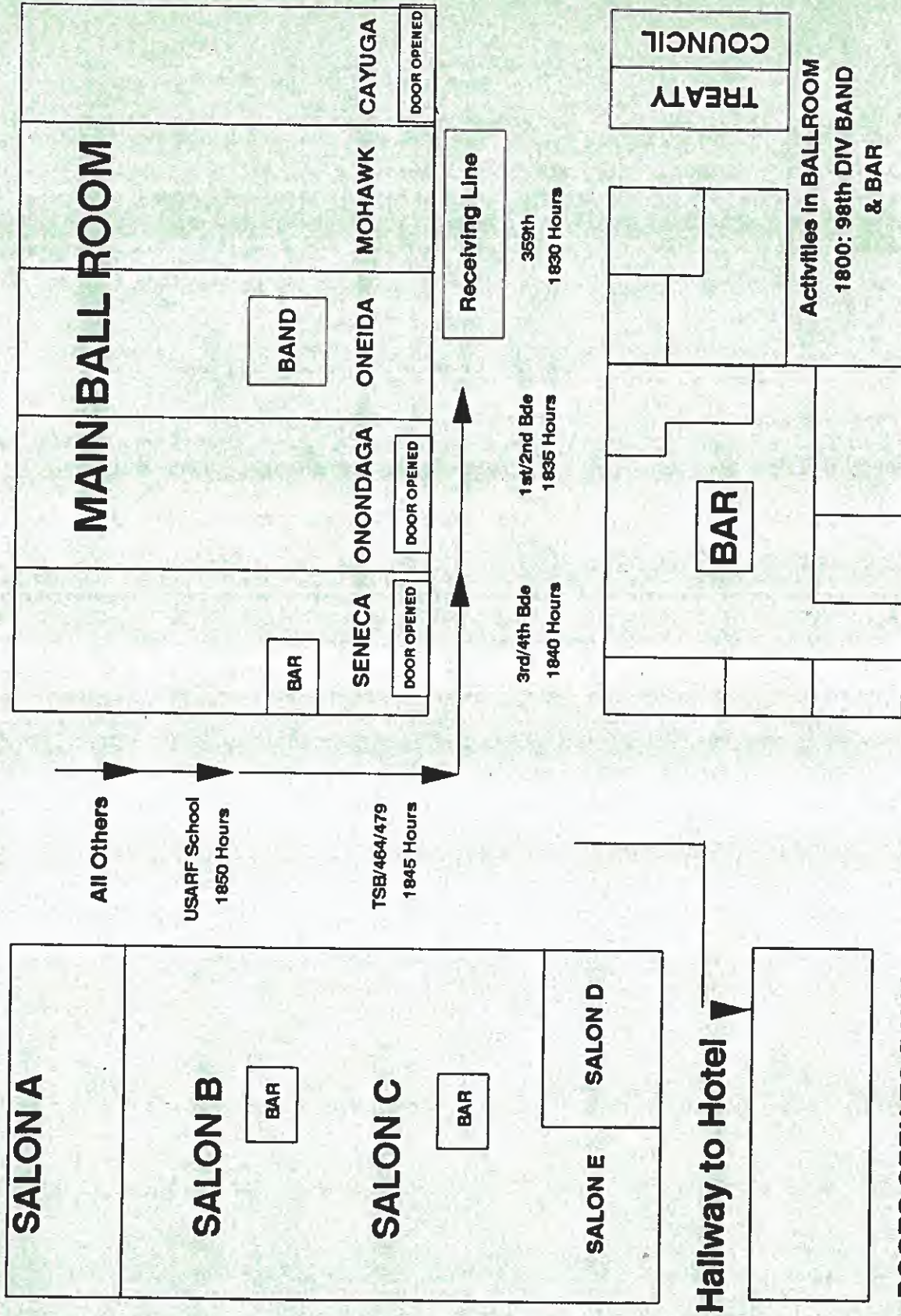
RECEIVING LINE AGENDA

A receiving line gives guests the opportunity to meet the host and guest of honor and in turn gives the host and guest of honor the opportunity to briefly say hello. In order to stay on schedule, an agenda has been set up for each MSC.

1830 - 1835	359th Signal Brigade
1835 - 1840	First Brigade & Second Brigade
1840 - 1845	Third Brigade & Fourth Brigade
1845 - 1850	Training Support Brigade & 464th & 479th
1850 - 1900	1151st USARF, 1157th USARF, 1159th USARF & All other guests

A few words of greeting accompanied by a brief handshake and a smile is all that is necessary. Do not attempt lengthy conversation while in the receiving line. Speak your name and your guest's name clearly to the aide. The aide will present you to the host, the host presents you to the guest of honor and so on down the line. The woman precedes the man through the line. See attached flow chart for receiving line procedures.

SATURDAY EVENING



SALON A	
CHAPLAIN TNG (FRI/SAT)	
CATHOLIC SERVICES (SUN-AM)	
SALON B	
FAMILY SPT (SAT/SUN-AM)	
PROTESTANT SERV (SUN -AM)	
SALON C	
FAMILY SPT (SAT/SUN-AM)	
SALON E (SAT 1200-1250)	SALON D SURGEN (SAT/SUN)
ETHICS TNG G4 TNG (SUN 1300-1350)	

Hallway to Hotel

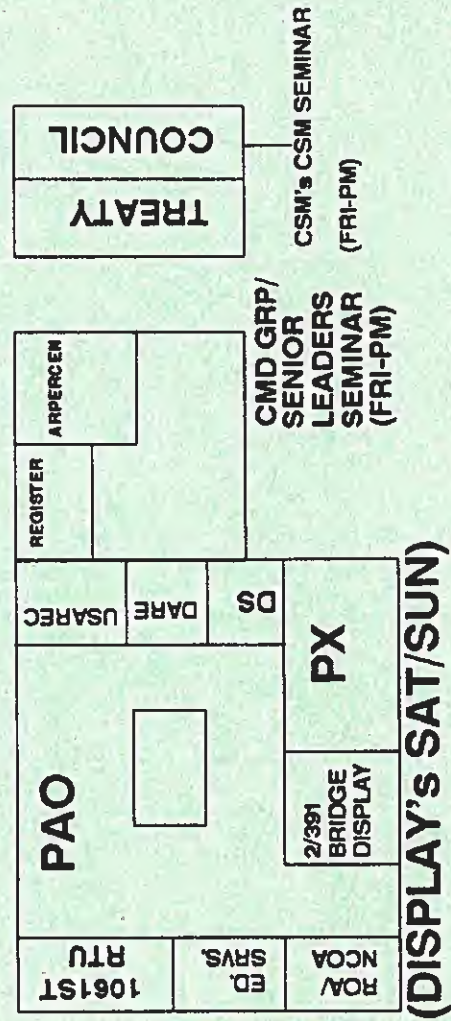
EXECUTIVE BOARD ROOM

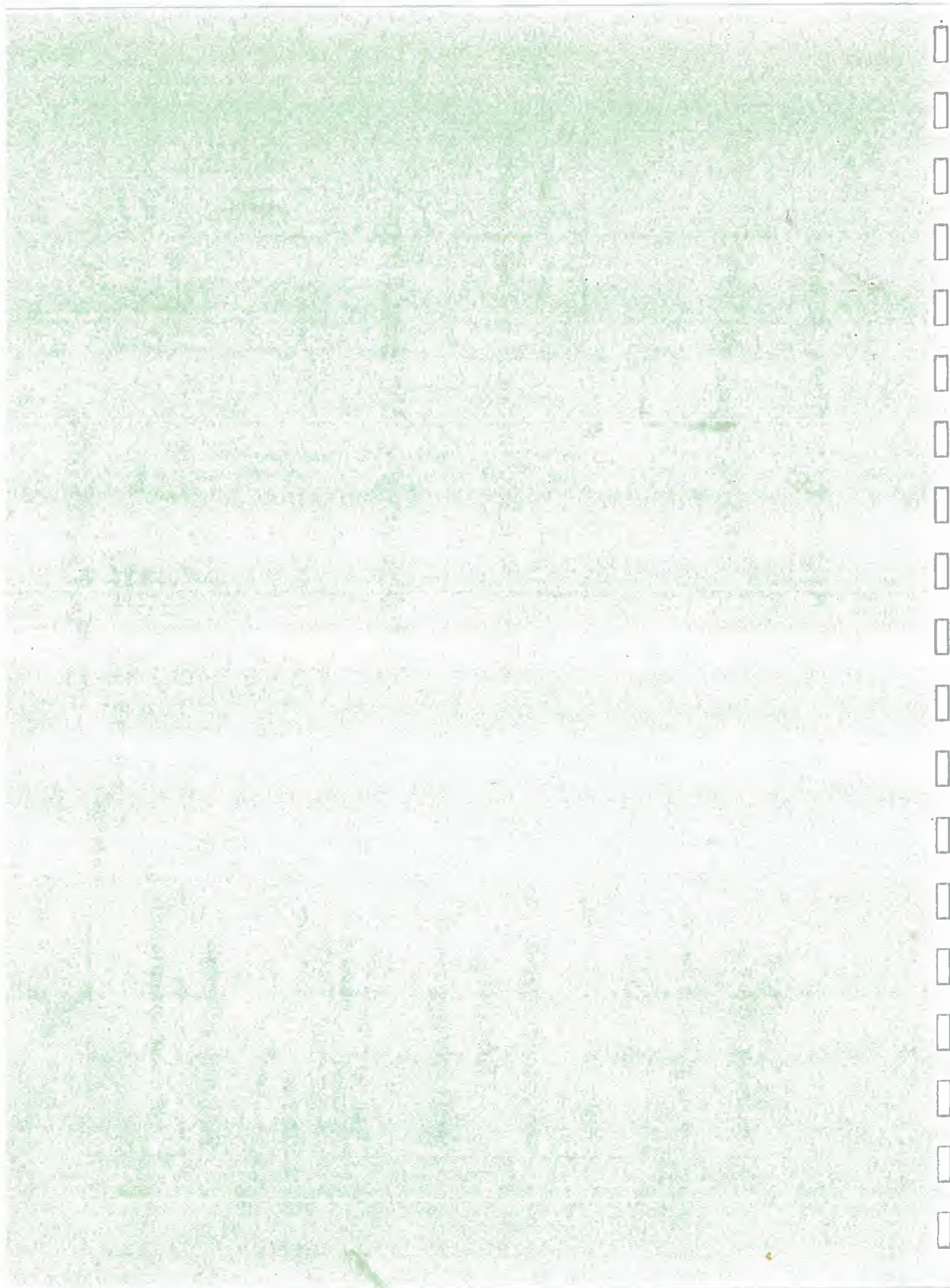
Thru lobby area and
to the north

FRIDAY, SATURDAY, SUNDAY

MAIN BALL ROOM			
SENECA	ONONDAGA	ONEIDA	MOHAWK
G3 TNG G1 TNG (SUN 1300-1350)			CAYUGA

Main Hallway --- No Smoking





**98TH DIVISION (TRAINING) COMMANDER'S SEMINAR
5-7 NOVEMBER 1993
SEMINAR AGENDA**

**MILITARY SCHEDULE
FRIDAY 5 NOVEMBER 1993**

			LOCATION
1900 - 2200	SENIOR LEADER SEMINAR	COMMAND GROUP w/MSC CDR'S	TREATY ROOM
1900 - 2200	CSM'S SEMINAR	DIV CSM w/MSC CSM'S	COUNCIL ROOM

**MILITARY SCHEDULE
SATURDAY, 6 NOVEMBER 1993**

0600	COMMANDING GENERAL RUN	OPEN INVITATION	FRONT LOBBY
0715 - 1200	SEMINAR REGISTRATION	ALL	LOBBY
0800 - 0815	OPENING CEREMONY	ALL	BALLROOM
0815 - 0930	STATE OF DIVISION	ALL	BALLROOM
0930 - 1000	RECOGNITION/AWARDS	ALL	BALLROOM
1000 - 1010	BREAK	ALL	
1010 - 1100	DIVISION 2000	ALL (-)	BALLROOM
1100 - 1200	GUEST SPEAKER (DA DSCOPS, TRADOC)	ALL	BALLROOM
1200 - 1330	LUNCH/MSC COMMANDER'S TIME	AS DESIRED	FRONT LOBBY
1200 - 1250	ETHICS TRAINING MAKE-UP	AS NEEDED	SALON E
1330 - 1430	FLW IET, ENGINEER SCHOOL TRAINING UPDATE	ALL	BALLROOM
1430 - 1440	BREAK	ALL	
1440 - 1630	READINESS AND DEPLOYABILITY G1/G3	ALL (-)	BALLROOM
1800 - 1900	RECEPTION	ALL	BALLROOM/ SALON B & C/ DISPLAY AREA
1830 - 1900	RECEIVING LINE	ALL	VICINITY MOHAWK
1900	CONFERENCE BANQUET	ALL	BALLROOM

**98TH DIVISION (TRAINING) COMMANDER'S SEMINAR
5-7 NOVEMBER 1993
SEMINAR AGENDA CONTINUED**

**MILITARY SCHEDULE
SUNDAY, 7 NOVEMBER 1993**

0600	COMMANDING GENERAL RUN	OPEN INVITATION	FRONT LOBBY
0715 - 0750	CHURCH CALL CATHOLIC PROTESTANT		SALON A SALON B
0800 - 1000	READINESS AND DEPLOYABILITY (CONTINUED)	ALL (-)	BALLROOM
1000 - 1010	BREAK		
1010 - 1200	READINESS AND DEPLOYABILITY (CONTINUED)	ALL (-)	BALLROOM
1200 - 1250	USARC INDIVIDUAL TRAINING UPDATE	ALL	BALLROOM
1250 - 1300	BREAK	ALL	
1300 - 1350	STAFF COUNTERPART BREAKOUT G1 G3 G4	G1/S1/ADMIN G3/S3/OPS G4/S4/LOG	CAYUGA MOHAWK SALON E
1300 - 1350	RIGHT-SIZING OF DIVISION GUIDANCE FOR COMMANDERS	ALL MINUS G1/S1/ADMIN G3/S3/OPS G4/S4/LOG	BALLROOM
1350 - 1400	BREAK		
1400 - 1430	AFTER ACTION REVIEW CLOSING CEREMONY	ALL	BALLROOM

**98TH DIVISION (TRAINING) COMMANDER'S SEMINAR
5-7 NOVEMBER 1993
SEMINAR AGENDA**

MSC CDR, CSM, SSA

NOTE: MSC CDR'S, MSC CSM'S AND MSC SSA'S HAVE THE OPTION OF ATTENDING SESSIONS

FRIDAY 5 NOVEMBER 1993

1900 - 2200	SENIOR LEADER SEMINAR	COMMAND GROUP W/MSC CDR'S	TREATY
1900 - 2200	CSM'S SEMINAR	DIV CSM W/ MSC CSM'S	COUNCIL ROOM

MSC CDR, CSM, SSA

SATURDAY 6 NOVEMBER 1993

0600	COMMANDING GENERAL RUN	OPEN INVITATION	FRONT LOBBY
0715 - 1200	SEMINAR REGISTRATION	ALL	LOBBY
0800 - 0815	OPENING CEREMONY	ALL	BALLROOM
0815 - 0930	STATE OF DIVISION	ALL	BALLROOM
0930 - 1000	RECOGNITION/AWARDS	ALL	BALLROOM
1000 - 1010	BREAK		
1010 - 1100	DIVISION 2000	ALL	BALLROOM
1010 - 1100	FORT LEONARD WOOD ISSUES	CG/TNG BDE CDR'S	TREATY
1100 - 1200	GUEST SPEAKERS DA DSCOPS, TRADOC	ALL	BALLROOM
1200 - 1330	LUNCH/MSC CDR'S TIME	AS DESIRED	
1200 - 1250	ETHICS TRAINING MAKE-UP	AS NEEDED	SALON E
1330 - 1430	FLW IET, ENGINEER SCHOOL TRAINING UPDATE	ALL	BALLROOM
1430 - 1440	BREAK		
1440 - 1630	DISCUSSION WITH GUEST SPEAKERS	CG/MSC CDR SELECT STAFF	TREATY

**98TH DIVISION (TRAINING) COMMANDER'S SEMINAR
5-7 NOVEMBER 1993
SEMINAR AGENDA CONTINUED**

**MSC CDR, CSM, SSA
SATURDAY 6 NOVEMBER CONTINUED**

1730 - 1830	CG COCKTAIL RECEPTION	GOVERNOR'S SUITE
1730 - 1800	DIVISION STAFF	" "
1800 - 1830	SPECIAL GUEST/VIP	" "
1800 - 1900	RECEPTION/COCKTAILS	BALLROOM SALON B & C DISPLAY AREA
1830 - 1900	RECEIVING LINE	VICINITY MOHAWK
1900	BANQUET	BALLROOM

**MSC CDR, CSM, SSA
SUNDAY 7 NOVEMBER**

0600	COMMANDING GENERAL RUN	OPEN INVITATION	FRONT LOBBY
0715 - 0750	CHURCH CALL CATHOLIC PROTESTANT		SALON A SALON B
0800 - 1200	EXECUTIVE OVERVIEWS		TREATY ROOM
0800 - 0830	G4		"
0830 - 0845	FE		"
0845 - 0915	G3		"
0915 - 0945	RM		"
0945 - 1015	IM		"
1015 - 1030	BREAK		"
1030 - 1040	JAG		"
1040 - 1110	G1		"
1110 - 1120	PAO		"
1120 - 1130	PM		"

**98TH DIVISION (TRAINING) COMMANDER'S SEMINAR
5-7 NOVEMBER 1993
SEMINAR AGENDA CONTINUED**

**MSC CDR, CSM, SSA
SUNDAY 7 NOVEMBER CONTINUED**

1130 - 1200	USAREC UPDATE	TREATY
1200 - 1250	USARC INDIVIDUAL TRAINING UPDATE	BALLROOM
1250 - 1300	BREAK	
1300 - 1350	RIGHT-SIZING OF DIVISION GUIDANCE FOR COMMANDERS	BALLROOM
1350 - 1400	BREAK	
1400 - 1430	CLOSING CEREMONY	BALLROOM



98TH DIVISION (TRAINING) COMMANDER'S SEMINAR
5-7 NOVEMBER 1993
SEMINAR AGENDA

SPOUSES SCHEDULE
SATURDAY, 6 NOVEMBER 1993

0600	COMMANDING GENERAL RUN	OPEN INVITATION	FRONT LOBBY
0715 - 0800	OPEN TIME		
0800 - 0900	SPOUSES REGISTRATION/ INFORMAL WELCOME	SPOUSES	SALON C
0900 - 1015	SESSION I SURVIVOR BENEFIT PLAN/RETIREMENT POINTS DRUG AWARENESS PROGRAM (DARE)	SPOUSES	SALON B SALON C
1015 - 1030	BREAK		
1030 - 1130	SESSION IA BENEFITS (DEERS, PX/COMMISARY, ID CARDS, CHAMPUS)	SPOUSES	SALON B
1130 - 1330	LUNCH		
1330 - 1445	SESSION II SURVIVOR BENEFIT PLAN/RETIREMENT POINTS CHAPLAIN	SPOUSES	SALON B SALON C
1445 - 1500	BREAK		
1500 - 1600	SESSION IIA BENEFITS (DEERS, PX, COMMISARY, ID CARDS CHAMPUS) DRUG AWARENESS PROGRAM (DARE)	SPOUSES	SALON B SALON C
1800 - 1900	RECEPTION		BALLROOM SALON B & C/ DISPLAY AREA
1830 - 1900	RECEIVING LINE		VICINITY MOHAWK
1900	CONFERENCE BANQUET		BALLROOM

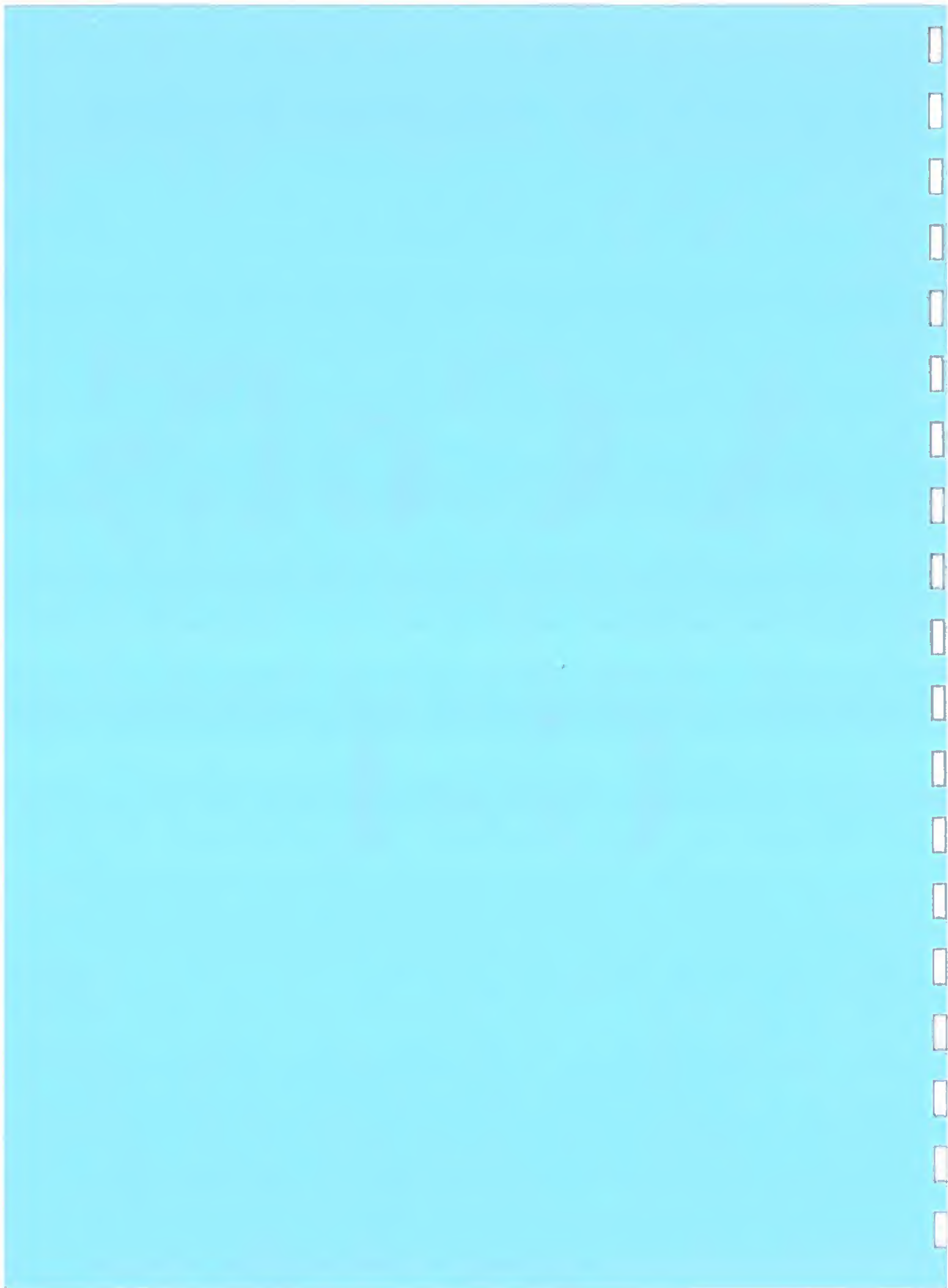
98TH DIVISION (TRAINING) COMMANDER'S SEMINAR
5-7 NOVEMBER 1993
SEMINAR AGENDA CONTINUED

SPOUSES SCHEDULE
SUNDAY, 7 OCTOBER 1993

0600	COMMANDING GENERAL RUN	OPEN INVITATION	FRONT LOBBY
0715 - 0750	CHURCH CALL CATHOLIC PROTESTANT		SALON A SALON B
0800 - 0900	COFFEE/TEA		SALON C
0900 - 1100	WELCOMING OPEN DISCUSSION ON FAMILY SUPPORT PROGRAMS (SHARE EXPERIENCES, QUESTIONS, ETC.)	SPOUSES	SALON C
1100 - 1310	OPEN TIME		
1310 - 1430	CLOSING CEREMONY	ALL	BALLROOM

A CofS

G-1



MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: G-1 Activity Points of Contact

1. Listed below are the Daytime and Drill Points of Contact for all G-1 actions.

<u>ACTIVITY</u>	<u>DAYTIME POC</u>	<u>EXT</u>	<u>DRILL POC</u>	<u>EXT</u>
OFFICE OF THE G-1	Mr. Humphrey	214	LTC Schoenwetter	216
G-1 Plans and Operations	Mr. Humphrey	214	MAJ Gosnell	375
Personnel Utilization	Mr. Lawson	225		
Annual Training Excusal	MAJ Spillane	219		
Soldier Readiness Program	Mr. Humphrey	214	MAJ Gosnell	375
Personnel Readiness Assessments	MAJ Spillane	219	MAJ Gosnell	375
Drill Sergeant/Instructor Status	Mr. Lawson	225	MSG Gunderson	225
Drill Sergeant ID Program (DSCIP)			SGM Wallace	342
Soldier Recognition Programs			SGM Wallace	342
Transition Benefits Program	Mr. Lawson	225	LTC Schoenwetter	216
CFP/CRF Personnel Management	Mr. Humphrey	214	MAJ Gosnell	375
Congressional Inquiries	Mr. Humphrey	214		
Personnel Investigations	Mr. Humphrey	214		
Internal Control System- Personnel	Mr. Humphrey	214		
Casualty Assistance/ Notification Program	Mr. Humphrey	214		
PERSONNEL ORDERS BRANCH	Mr. Lawson	225		
Personnel Order Publishing	Mr. Lawson	225	SGT Alexander	229
Personnel Order Tracing	Mr. Lawson	225	SGT Alexander	229
Military Records Tracing	SFC Manning	223		
Reassignment Requests	SFC Manning	223		
Discharge Requests	SFC Manning	223		
OFFICER MANAGEMENT BRANCH	Mr. Lawson	225		
Procurement - OCS/IRR	MAJ Spillane	219		
Assignments	MAJ Spillane	219		
Selective Retention	MAJ Spillane	219		
Command Selection Boards	MAJ Spillane	219		

AFRC-TNY-PR

SUBJECT: G-1 Activity Points of Contact

<u>ACTIVITY</u>	<u>DAYTIME POC</u>	<u>EXT</u>	<u>DRILL POC</u>	<u>EXT</u>
OFFICER MANAGEMENT BRANCH (CONT'D)				
Vacancy Announcements	MAJ Spillane	219		
Promotion Management	CW3 White	346	1LT Conge	215
Reclassification	CW3 White	346	1LT Conge	215
Evaluations	CW3 White	346	SPC Tellier	229
Special Actions	Mr. Lawson	225		
ENLISTED MANAGEMENT BRANCH				
Assignments	Mr. Lawson	225		
Promotion/Reduction	SFC Manning	223	MSG Gunderson	225
Qualitative Retention	SFC Swalwell	226	MSG Gunderson	225
Reclassification	SFC Swalwell	226	MSG Gunderson	225
Evaluations	SFC Manning	223	SPC Smith	223
RC CSM Management Program			WOC Collins	223
Special Actions	SFC Manning	223	SGM Wallace	342
Vacancy Announcements	Mr. Lawson	225		
	SFC Swalwell	226		
SUPPORT AND SERVICES BRANCH				
Incapacitation/Line of Duty	Mr. Humphrey	214		
Reserve Casualty Affairs	Mr. Ginsburg	337		
Retirement Points	Mr. Ginsburg	337		
Accounting	Mr. Ginsburg	337		
20 Year Letter Requests	Mr. Ginsburg	337		
DD Form 214 Issue Requests	Mr. Ginsburg	337		
Bar to Reenlistment	Mr. Ginsburg	337		
Family Support Program	Mr. Ginsburg	337	Mrs. Sabo	206
Education Services	Mr. Ginsburg	337		
HIV Test Coordination	Mr. Ginsburg	337		
HIV Positive Management	Mr. Humphrey	214		
Army Weight Control Program			MAJ Bleich	375
Military Awards			MAJ Bleich	375
Flagging Actions			MAJ Bleich	375
Regimental Affiliation			MAJ Bleich	375
Alcohol and Drug Abuse Control Program	Mr. Humphrey	214		
Urinalysis Program	Mr. Humphrey	214		
Drug Demand Reduction Program	Mr. Humphrey	214	LTC Perrone	252
DEERS/RAPIDS Management			MAJ Jung	343
Official Military Photo Requests	Mr. Lawson	225	SGT Way	229

AFRC-TNY-PR

SUBJECT: G-1 Activity Points of Contact

<u>ACTIVITY</u>	<u>DAYTIME POC</u>	<u>EXT</u>	<u>DRILL POC</u>	<u>EXT</u>
SUPPORT AND SERVICES BRANCH (CONT'D)				
Equal Opportunity Actions	Mr. Humphrey	214	MAJ Jung	343
STRENGTH MANAGEMENT BRANCH				
SIDPERS Management	MAJ Stauber	418		
CLAS Personnel Data	MAJ Stauber	418	SFC Decker	335
Management	MAJ Stauber	418	SFC Decker	335
Montgomery G.I. Bill				
Administration	MAJ Stauber	418		
Retention Management				
Programs	MSG McLean	218		
MUSARC Transfer Agent				
Program	SFC Morris	217		
Request Vacancy System				
Management	SFC Morris	217		
Reenlistment/Extension	SFC Butler	339		
Bonus/Incentive Programs	SFC Butler	339		
USAREC Liaison	SFC Butler	339		
FULL-TIME MANNING BRANCH				
Management Programs	Mr. Liseno	213		
AC/AGR Records Actions	Mr. Liseno	213		
Leave Control	Mr. Liseno	213	SSG O'Brien	338
Requisition	SSG O'Brien	338		
Administration	Mr. Liseno	213		
AC/AGR Pay Inquiries	Mr. Liseno	213	SSG O'Brien	338
Civilian Performance				
Rating	Ms. Heglund	413		
Civilian Incentive Awards	Ms. Heglund	413		
OFFICE OF THE SURGEON				
Quadrennial Physicals	Mr. Humphrey	214	COL Shmigel	261
Fit for Duty Physicals	SGT Way	229	MSG Washington	261
Physical Limitation	Mr. Humphrey	214	MSG Washington	261
Profiles	Mr. Humphrey	214	MSG Washington	261
Medical Travel Program	Mr. Humphrey	214		
Optical Insert Program			MSG Washington	261
Innoculations			MSG Washington	261
OFFICE OF THE PROVOST MARSHAL				
Physical Security Program			LTC Perrone	252
Vehicle Registration			LTC Perrone	252
Law Enforcement Liaison			LTC Perrone	252
Safety Program	Mr. Humphrey	214	LTC Perrone	252
			SSG Briggs	413

AFRC-TNY-PR

SUBJECT: G-1 Activity Points of Contact

<u>ACTIVITY</u>	<u>DAYTIME POC</u>	<u>EXT</u>	<u>DRILL POC</u>	<u>EXT</u>
OFFICE OF THE PROVOST MARSHAL (CONT'D)				
Accident/Incident Reporting	Mr. Humphrey	214	LTC Perrone	252
OFFICE OF THE STAFF JUDGE ADVOCATE			LTC LaHaye	312
Legal Affairs	Mr. Humphrey	214	LTC LaHaye	312
OFFICE OF THE CHAPLAIN			LTC Brown	409
Religious Affairs	Mr. Humphrey	214	LTC Brown	409
PUBLIC AFFAIRS OFFICE			LTC Riley	298
Press Inquiries	Mr. Humphrey	214	LTC Riley	298
Civic Action Projects			LTC Riley	298
Employer Support Program			LTC Riley	298
Command Information Program			MSG DeBellis	350

2. Point of Contact, this headquarters is Mr. Lawson, 716-338-7400, extension 225.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Utilization of Center Level Application Software (CLAS) to Generate SIDPERS-USAR Transactions

1. The fielding and application of CLAS/SIDPERS USAR will begin 1st quarter of TY94 with the 2nd and 4th Bde's with other commands following during the 2nd quarter.
2. It creates a SIDPERS-USAR transaction file as unit technicians update their local personnel database and allow these files to be electronically submitted to each level of command and ultimately to ARPERCEN from the MUSARC HQ's on a weekly basis.
3. The generation of SIDPERS-USAR transaction in CLAS will fundamentally change the way TPU's update SIDPERS-USAR. It will make SIDPERS update less cumbersome and more timely. It also provides the ability for mid-level commands to maintain their subordinate units data in a corporate database and provide the opportunity to accomplish data queries.
4. This procedure will be a coordinated effort between the IM/RM/G1-SMO and SIDPERS users at all levels.
5. Point of Contact is MAJ Stauber ext 418.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Strength Management OMAR Funding

1. Reference:

a. USARC Memorandum, 23 Aug 93, Subject: Initial FY 94 USARC Budget Guidance.

b. 98th Division Memorandum, 1 Dec 92, Subject: SOP - Strength Management Retention Awareness Program (RAP).

c. 98th Division Memorandum, 12 Mar 92, Subject: Retention Awareness Items.

2. OMAR Funding is to support NCO Retention Training, First Line Leader Training, Commander and Staff Retention Training and retention evaluation and staff retention visits. Due to an austere funding environment, funds are not provided to support purchase of retention awareness items for FY 94.

3. Reenlistment awards for FY 94 (98th Division 22 oz. Ceramic mug) were ordered under FY 93 funds. Mugs were issued to MSC Primary Duty Retention NCO's on 11 September 1993 for each unit within their command. Mugs will be issued to unit reenlistment NCO's by the MSC Primary Duty Retention NCO. Amounts issued to each unit were based on SIDPERS ETS roster effective 1 September 1993.

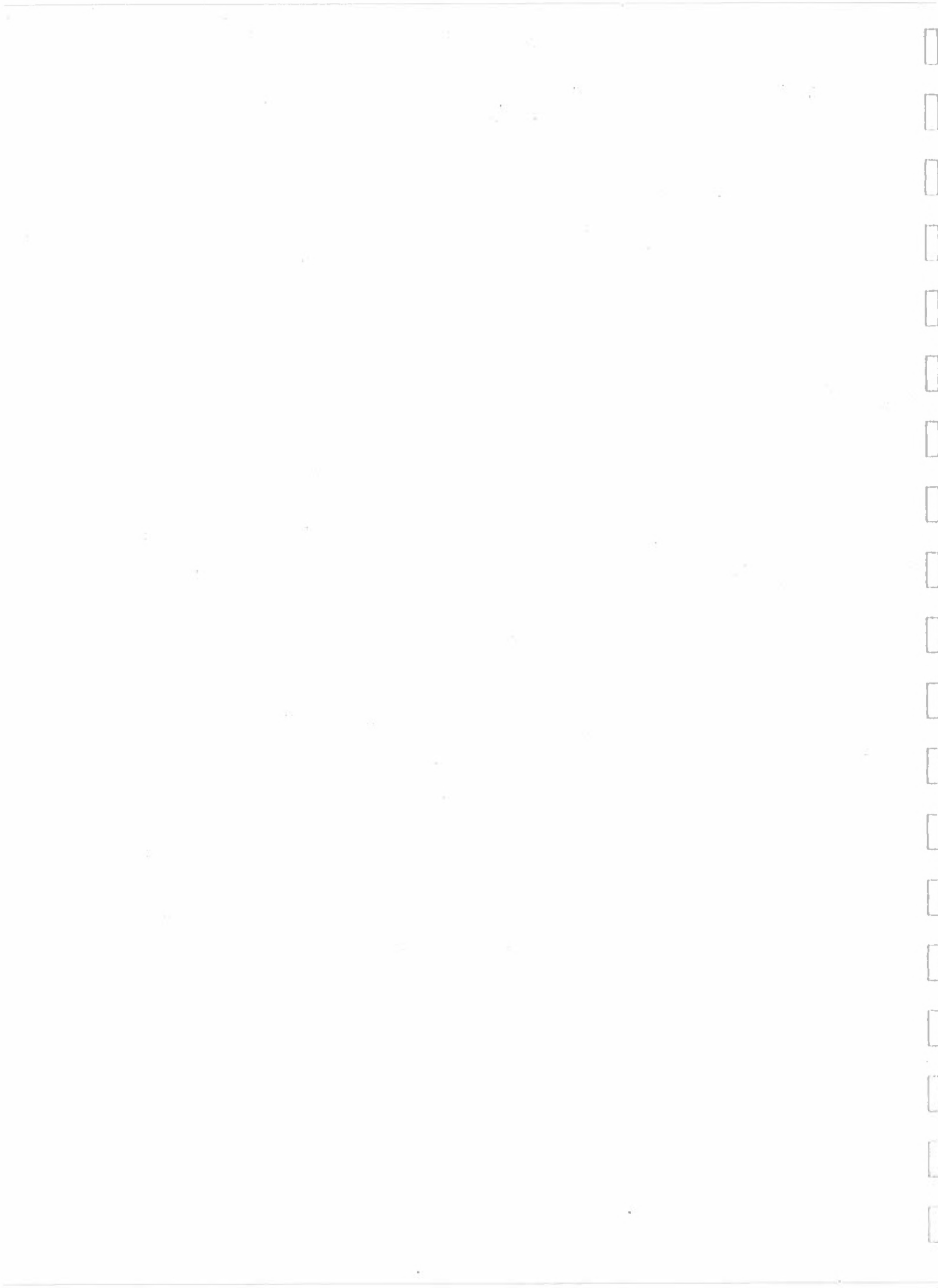
4. Point of Contact is MSG McLean ext 218.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

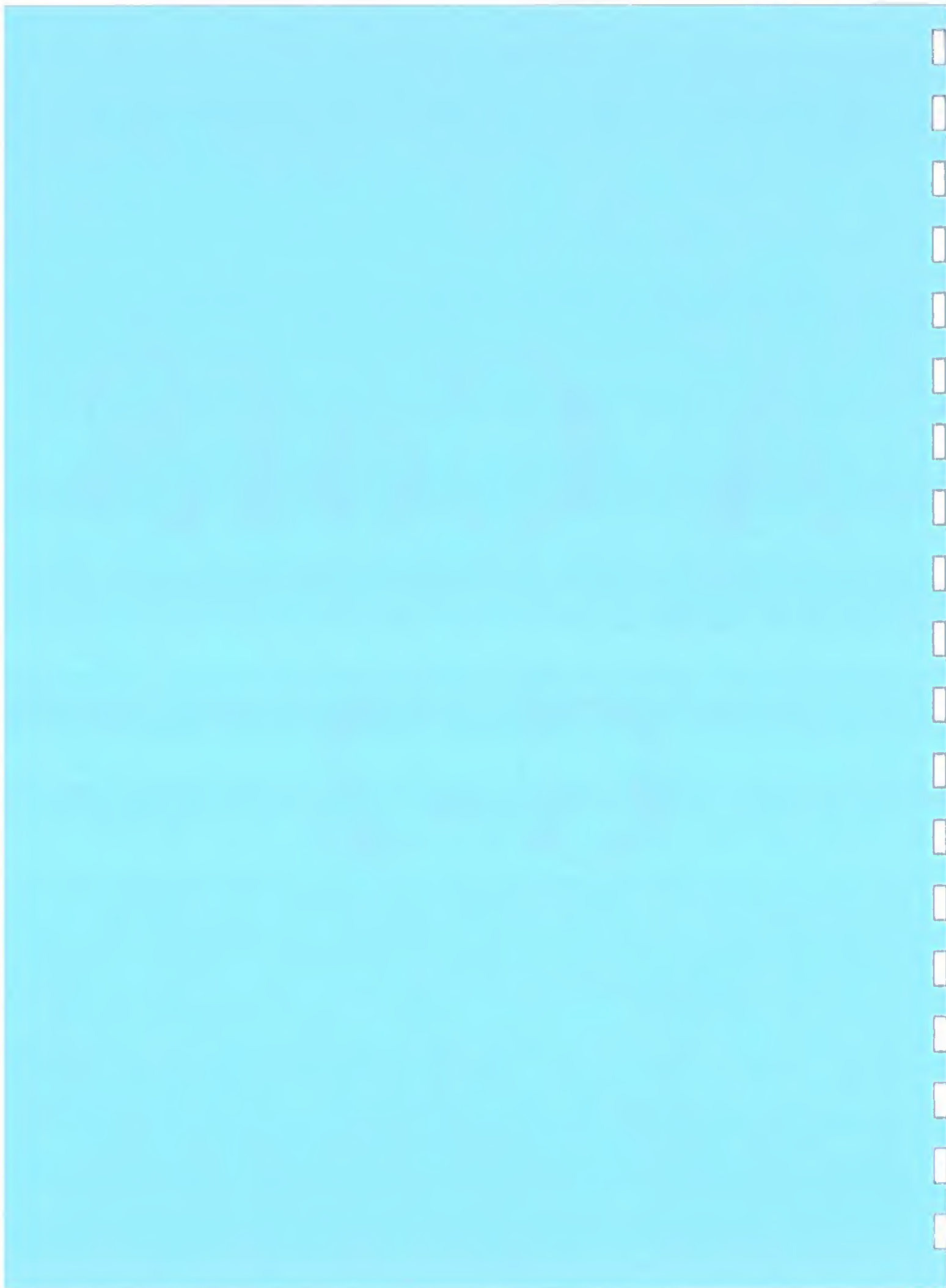
SUBJECT: Drug Demand Reduction Programs

1. Purpose: Establish a program to reduce the Demand for illegal substances and the abuse of legal substances.
2. Goal: The goal of Drug Demand Reduction (DDR) is to eliminate the demand for abusive lifestyles by offering community support, support drug demand reduction efforts in communities and to have our soldiers, in uniform, become visible proponents of a Drug Free America.
3. Execution: A Division level council was formed to provide direction and execution for Drug Demand Reduction Programs supported by the 98th Division. The main areas of interest are:
 - a. Support for already established drug abuse prevention programs. The Drug Abuse Resistance Education (D.A.R.E.) program continues to be the main focus of our DDR efforts. Last year, soldiers from the Division participated in over 47 separate school programs throughout the state. Other programs that have received our support include the Youth to Youth Mentoring Program., Red Ribbon campaign, Lions Club, and Chamber of Commerce Anti-Drug efforts.
 - b. Use of our Reserve facilities for community safety and anti-drug programs. Examples of sponsorship have included: Rochester's Child Safety Committee, Youth to Youth monthly board meetings, and on several occasions Reserve facilities were used for D.A.R.E. functions because local schools didn't have the room to accommodate large groups.
 - c. Examine and recommend programs where funds and soldiers and their skills can be used to maximize our role in support of Anti-Drug efforts. Examples are purchasing D.A.R.E. T-Shirts and videos to be used in conjunction with our involvement as well as participating in scouting and associated events.
4. Commanders are encouraged to involve their units in community programs that assist local anti-drug efforts. Commanders are further encouraged to meet with community leaders and discuss ways reservist can volunteer their time and skills to promote a Drug Free America.
5. The point of contact at this headquarters is LTC Perrone at (716) 338-7400 ext. 252 on Tuesday evenings or Richard Lawson during the day at ext. 214.



A CofS

G-2



6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Computer Security Program (Accreditation) AR 380-19

1. The following example is a brief outline to utilize as a guide when submitting requests for computer accreditation at the Unclassified Sensitive 1 and 2 Level. Example 1 is for stand-alone computers and Example 2 is for computers with modems. Computer accreditation at Classified Level is to be submitted per AR 380-19.

2. Unclassified Sensitive 1 (US1) delineates unclassified information which requires protection from Foreign Intelligence Services to ensure confidentiality and -

- a. Involves intelligence activities.
- b. Involves cryptologic activities related to national security.
- c. Involves command and control of forces.
- d. Is contained in systems that are an integral part of a weapon or weapon system.
- e. Is contained in systems that are critical to the different fulfillment of military or intelligence missions.

3. Unclassified Sensitive 2 (US2) delineates unclassified information which primarily must be protected to ensure its availability or integrity. This information -

a. May also require protection from Foreign Intelligence Services or other unauthorized personnel to ensure confidentiality. Examples: medical care, personnel management, Privacy Act data, contractual data, and "FOUO" information.

b. May require no protection to ensure confidentiality. Examples include certain categories of financial data, routine administrative applications, and other data readily available through other sources.

EXAMPLE 1

(380-19f)

(Office Symbol)

(Date)

MEMORANDUM FOR (MUSARC, ATTN: ISSM)

SUBJECT: Certification of Use/Accreditation of Stand-alone Computer to Process Unclassified Sensitive 1 and 2 Information

1. Army Regulation 380-19, Information Systems Security, requires Automated Information Systems that process Unclassified Sensitive 1 (US1) and Unclassified Sensitive 2 (US2) information be accredited to operate. Accreditation takes into account the risks associated with operating the computer in its office environment and the countermeasures taken to protect the information's confidentiality, integrity, or availability.

2. Purpose of this Certification/Accreditation is to ensure that the unclassified sensitive information processed by the computer is:

- a. Protected from disclosure to unauthorized persons.
- b. Protected from destruction/alteration by hackers or other unauthorized personnel.
- c. Protected from corruption or destruction by computer viruses.
- d. Available, complete, and accurate for use by managers and operators when needed.
- e. Protected by each operator who will comply with the security controls stated in paragraph 3, below.

3. In accordance with AR 380-19, the ***
computer system is accredited to process and store Unclassified Sensitive 1 or 2 information in the Dedicated Security Mode, provided the following conditions are acknowledged, understood, and complied with by the undersigned computer operator(s).

- a. The processing and/or storage of classified information on this system is prohibited.
- b. The system will be used only for official government purposes.
- c. The system will be used only in a stand-alone configuration. Transmissions to or from the system or access via telephone/modem is prohibited.

*** Type in Manufacture's Name, Model Number, and Serial Number

(Office Symbol)

SUBJECT: Certification to Use/Accreditation of Stand-alone Computer to Process Unclassified Sensitive 1 and 2 Information

d. Only software that has been specifically developed or approved for use, or has been purchased or leased by an authorized U.S. Government representative, will be used with this computer.

e. The operator will ensure the confidentiality of the Privacy Act and For Official Use Only Information by preventing unauthorized access to the computer equipment, media, and printed material.

f. The operator of the computer is responsible for its physical security.

4. I, the undersigned, acknowledge and understand the conditions/responsibilities of operating the computer identified in paragraph 3, above, and will comply with all of the conditions.

(Signature & Title of Principal Operator)

(Date)

(Signature of Commander, or a Primary or Special Staff Officer)

(Date)

Additional Operators:

(Signature & Grade/Rank)

(Date)

(Signature & Grade/Rank)

(Date)

(Signature & Grade/Rank)

(Date)

(Signature & Grade/Rank)

(Date)

(Signature & Grade/Rank)

(Date)

(Signature & Grade/Rank)

(Date)

EXAMPLE 2

(380-19f)

(Office Symbol)

(Date)

MEMORANDUM FOR (Information Systems Security Managers (ISSMs)

SUBJECT: Certification of Use/Accreditation of Computer with Modem to Process Unclassified Sensitive 1 and 2 Information

1. Army Regulation 380-19, Information Systems Security, requires Automated Information Systems that process Unclassified Sensitive 1 (US1) and Unclassified Sensitive 2 (US2) information be accredited to operate. Accreditation takes into account the risks associated with operating the computer in its office environment and the countermeasures taken to protect the information's confidentiality, integrity, or availability.

2. Purpose of this Certification/Accreditation is to ensure that the unclassified sensitive information processed by the personal computer (PC) or laptop computer is:

- a. Protected from disclosure to unauthorized persons.
- b. Protected from destruction/alteration by hackers or other unauthorized personnel.
- c. Protected from corruption or destruction by computer viruses.
- d. Available, complete, and accurate for use by managers and operators when needed.
- e. Protected by each operator who will comply with the security controls stated in paragraph 3, below.

3. In accordance with AR 380-19, the ***

computer with modem is accredited to process and store Unclassified Sensitive 1 or 2 information in the Dedicated Security Mode, provided the following conditions are acknowledged, understood, and complied with by the undersigned computer operator(s). NOTE if transmissions are not encrypted, an approved waiver is required for this accreditation to be effective. (See paragraph 4, below.)

a. The processing and/or storage of classified information on this system is prohibited.

***Manufacturer's Name, Model Number, and Serial Number

(Office Symbol)

SUBJECT: Certification of Use/Accreditation of Computer with Modem to Process Unclassified Sensitive 1 and 2 Information

b. The system will be used only for official government purposes. System may be used at work site, residence, or temporary duty (TDY) location.

c. Only software that has been specifically developed, approved for use, or has been purchased or leased by an authorized U.S. Government representative, will be used with this equipment.

d. The operator will ensure the confidentiality of the Privacy Act and For Official Use Only Information by preventing unauthorized access to the computer equipment, media, and printed material.

e. The operator is responsible for the physical security of the computer and its associated equipment.

f. This computer with modem is not a part of a Local Area Network or a Wide Area Network. It is used solely for point-to-point unclassified communications.

g. Systems may be used to access other unclassified systems provided permission to access the system has been granted by the host system. The operator will follow the security procedures provided by the host system.

h. Unless waived, point-to-point unclassified sensitive communications from this computer will be secured during transmission by:

(1) STU-III: YES_____ NO_____

STU-III) _____
(Manufacturer Name, Model Number, and Serial Number of

(2) Other encryption device: YES_____ NO_____

(Manufacturer Name, Model Number, and Serial Number of device)

(3) Request for waiver of protection of information in transmission is attached: YES_____ NO_____ (See paragraph 4, below.)

(Office Symbol)

SUBJECT: Certification of Use/Accreditation of Computer with Modem to Process Unclassified Sensitive 1 and 2 Information

4. Request for COMSEC Waiver for Unclassified Sensitive 1 or 2 Information and approval is attached, if applicable.

5. I, the undersigned, acknowledge and understand the conditions/responsibilities of operating the computer identified in paragraph 3, above, and will comply with all of the conditions.

(Signature & Title of Principal Operator)

(Date)

(Signature of Commander, or a Primary or Special Staff Officer)

(Date)

Additional Operators:

(Signature & Grade/Rank)

(Date)

(Signature & Grade/Rank)

(Date)

(Signature & Grade/Rank)

(Date)

(Signature & Grade/Rank)

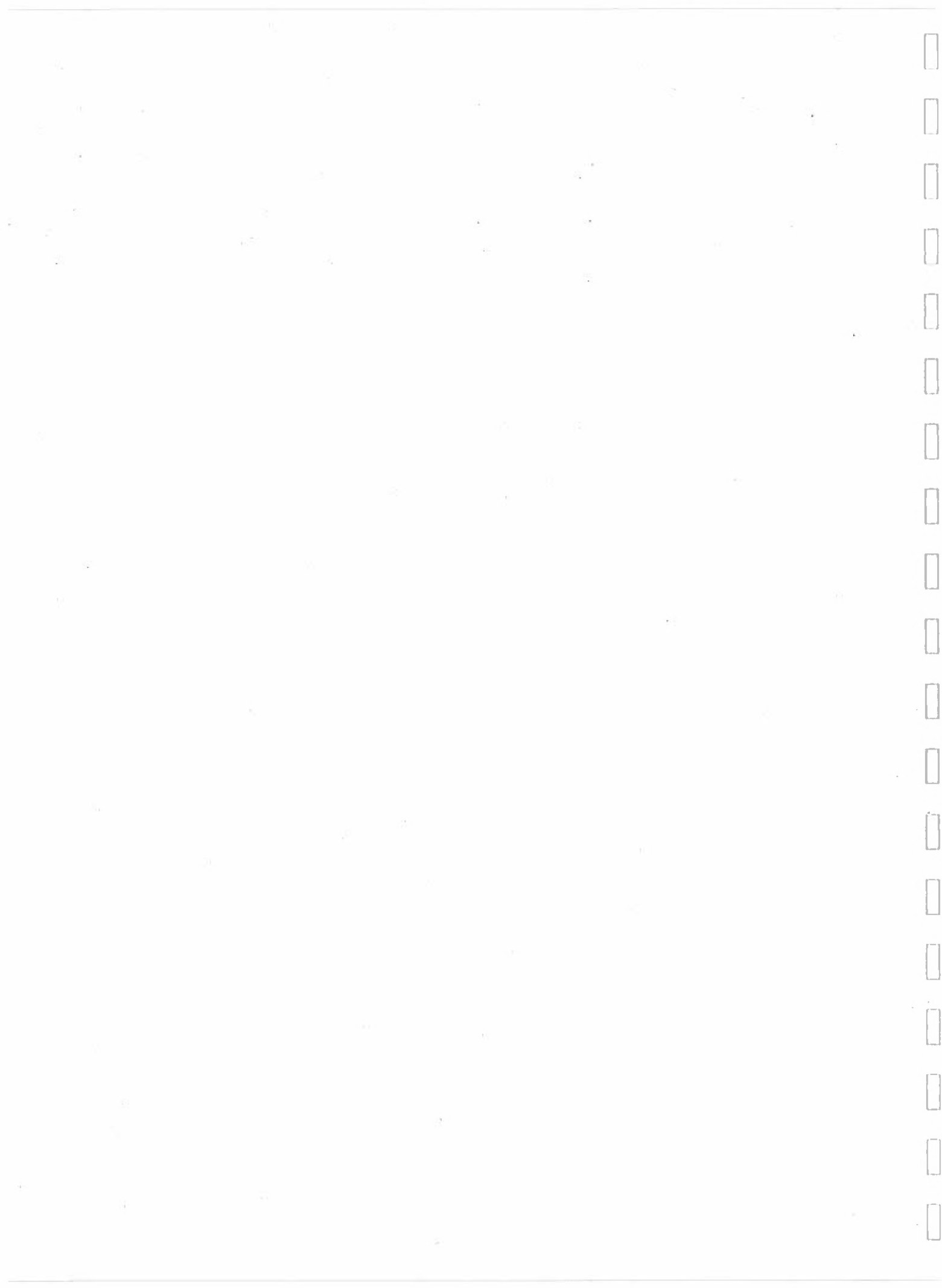
(Date)

(Signature & Grade/Rank)

(Date)

(Signature & Grade/Rank)

(Date)



ENCLOSURE 1 TO EXAMPLE 2

(380-19i)

(Office Symbol)

(Date)

MEMORANDUM FOR _____
(Senior Intelligence Officer)

SUBJECT: Request for COMSEC Waiver for Unclassified Sensitive 1 or 2 Information

1. Request a COMSEC waiver for the ** _____
_____ computer system with modem, operating
in the *** _____ .

2. The justification for requesting this waiver for the above identified computer with modem follows (answer all questions):

	YES	NO
a. Will classified information/data be transmitted/processed/stored by this computer system?	_____	_____
b. Will mission essential/sensitive data be transmitted/processed/stored by this computer system?	_____	_____
c. Will unclassified information that falls under the auspices of the Privacy Act of 1974 be transmitted/processed/stored by this computer system?	_____	_____
d. Would the disclosure of this unclassified information/data have an adverse impact on the mission?	_____	_____
e. Would the non availability of this unclassified information/data, or the computer system with modem, have an adverse impact on the mission?	_____	_____
f. Would the lack of integrity of the unclassified information/data transmitted/received/processed/stored by this computer system have an adverse impact on the mission?	_____	_____
g. Would the loss of this unclassified information/data have an adverse impact on the mission?	_____	_____

** Manufacturer's Name, Model Number, and Serial Number

*** Unit/Office

(Office Symbol)

SUBJECT: Request for COMSEC Waiver

	YES	NO
h. Would the misuse of this unclassified information/data have an adverse impact on the mission?	_____	_____
i. Would the alteration of any part, or all of this unclassified information/data have an adverse impact on the mission?	_____	_____
j. Would the destruction of any part, or all of this unclassified information/data have an adverse impact on the mission?	_____	_____

3. Based on the answers above:

a. I consider the risk of disclosure, loss, misuse, alteration, destruction, and/or non availability of the system is such that protection of information in transmission is not warranted. YES _____ NO _____

b. Recommend the risk of disclosure, loss, misuse, alteration, destruction, and/or non availability of the system be accepted. Additional security procedures (listed on the attached enclosure; if none provided rationale) will be implemented to reduce the risk of transmitting unencrypted sensitive information.

(Signature of Commander, or a
Primary of Special Staff Officer)

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: FORMS REQUIRED FOR THE VARIOUS TYPES OF SECURITY ACTIONS

1. Single scope background investigation (SSBI), and periodic reinvestigation (PR) for Top Secret Clearance.

- a. DD Form 1879, Mar 90, submit original (2 copies)
- b. DD Form 398, Mar 90, submit original (4 copies)
- c. FD 258 - Fingerprint Card (12-29-82 edit) (2 originals)
- d. DD Form 398-2, Mar 90, Complete items 1-8 on Spouse, Cohabitant, Alien Parents, submit original
- e. Certification of U.S. Citizenship (1 copy)
- f. USARC Overprint Form 1-R, Sept 83
- g. Returned Addressed Envelope

2. National Agency Check for secret and confidential clearances, and periodic reinvestigation (PR) for secret clearances.

- a. DD Form 398-2, Mar 90, submit original (1 Copy)
- b. FD 258 - Fingerprint Card (12-29-82 edit) (2 originals)
- c. Citizenship (1 Copy)
- d. USARC Form Overprint 1-R, Sept 83
- e. Returned Addressed Envelope

3. Records Check

- a. USARC Form Overprint 1-R, Sept 83
- b. Certification of U.S. Citizenship (1 Copy)

4. National Agency Check with inquiries

- a. SF 85 Nonsensitive Position or SF 86 Sensitive Position
- b. SF 87 Fingerprint Card
- c. SF 171 (current)

5. Point of contact is SGM Couch, 716-338-7400, ext. 262.

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Security Clearances

1. Who Requires a clearance?

a. Unit Commanders publish a roster of personnel in their units who require a security clearance based on duty position. The criteria is whether or not the soldier is required to access classified information in the performance of his/her duties.

b. Certain MOS's require a clearance. This is specified in ARs 611-101/201.

2. How often must investigations be conducted?

a. TOP SECRET clearances must be reinvestigated within 5 years of completion of previous investigation.

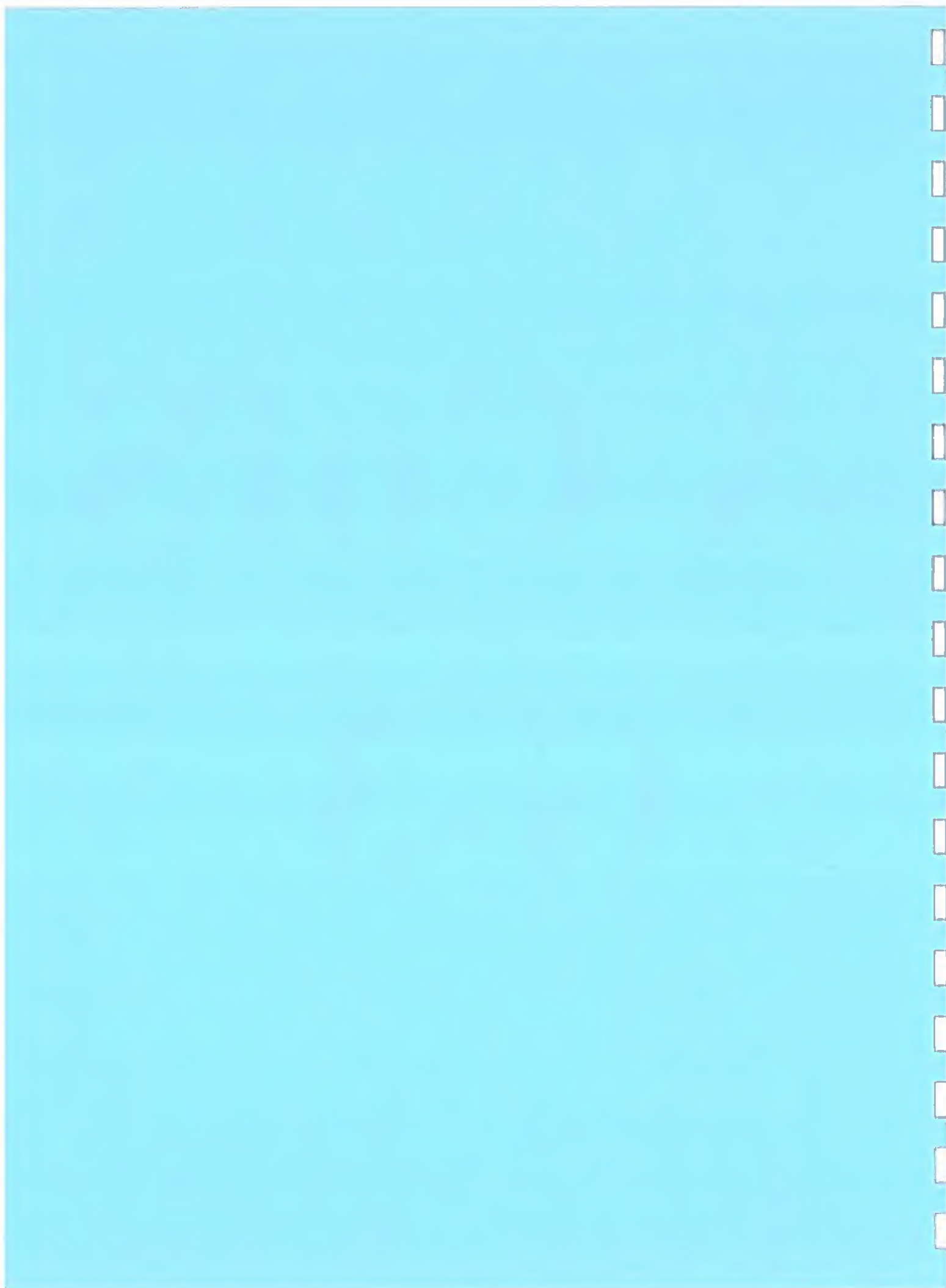
b. SECRET clearances must be reinvestigated within 15 years of completion of previous investigation.

c. Security managers must initiate periodic reinvestigations 6 months prior to expiration of previous investigation.

d. The investigation completion date is the key, not the date the clearance was granted.

A CofS

G-3



6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Unit Status Report (USR) Edit and Submission

1. In general, the overall USR edit error rate is improving. The Division edits, and especially the Major Subordinate Commands in the pre-edits, will continue to intensively check unit submissions to ensure accuracy and completeness. Some general guidance on submission follows:

a. USR edits will continue to be conducted quarterly with "as of" dates the 15th of October, January, April, and July.

b. A new version of AR 220-1, Unit Status Reporting, has been distributed. It will be implemented in January 1994. Workshops for training will be conducted after we receive the new FORSCOM supplement to the AR 220-1.

c. Two pencil copies of the report are still required at the Division edit. One copy will be submitted to this headquarters and the unit will retain a copy. Due to the classification of the USR, photocopies will not be made - no exceptions!

2. Based on edits conducted during FY 93, units should give particular attention to preparation to ensure that:

a. The Senior Grade assigned strength on the PSPER remarks card should match the personnel count on the SGPER remarks card.

b. The Available Strength should not be greater than the Assigned Strength.

c. All MOS shortages reflected on the MSPER and RQPER remarks cards should be those shortages which are critical to the unit's mission capability and listed in descending order of priority.

d. One of the primary purposes of the USR is to identify problems requiring resolution. Remarks are required in any resource area where the rating is below ALO. Required remarks are: Ready, PSPER, MSPER, SGPER, ESRAT. Also RQPER if personnel area is C4 or below.

3. Point of contact in Operations and Plans Division, G3, is Major Knope at (716) 338-7400, extension 236.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: 98th Division ORE's

1. Operational Readiness Evaluations (ORE's) is a field exercise to implement the Bold Shift approach. The intent of the ORE program is for companies using standardized pre-deployment/ premobilization criteria and published Army training standards to evaluate the operational readiness of the selected units to deploy and perform assigned wartime missions. The exercise will evaluate the ORE unit's readiness in critical training tasks, personnel qualifications, maintenance of mission essential equipment, and selected mobilization, deployment, administrative and logistical areas.
2. The goal of the ORE program is to validate pre-deployment operational and training readiness of selected RC units and their preparedness to deploy and perform assigned wartime missions IAW Annex C FORSCOM Regulation 500-3-1, FORSCOM Mobilization and Deployment Systems (FORMDEPS).
3. THE ORE program is the vehicle to confirm the accuracy and correlation between the criteria required for pre-deployment validation and the unit's reported status of resources and training as contained in the most recent unit status report. An ORE is conducted in organizations below battalion, focusing on company sized or smaller units. The training phase of the ORE is based on mission essential task list (METL) supporting battle tasks which the chain has identified and approved for each unit.
4. Dates of the 98th Division (Training) units involved in ORE are: 969th Maintenance Co 17-20 February 1994 and 962d Ordnance Co 24-27 March 1994.
5. Point of contact for this action MSG Casey at (716) 338-7400, extension 259.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: 98th Division (Tng) Training Readiness Management Course After Action Review.

1. The 98th Division (Tng) conducted a Training Readiness Management Course on the 7th and 8th of August 1993 at Liverpool, NY. The attendance was represented by the 1st Bde, 2d Bde, 3d Bde, 4th Bde, TSB and 359th Sig Bde.

2. The objective of the course was to train selected personnel at the Bde and Bn level in methods to more effectively manage the planning, execution and assessment of training. This would achieve a goal of mission readiness for these units. The course covered each segment of the training development process individually, then on how they worked together in an ongoing process. The topics of discussion are enclosed.

3. Course highlights:

(a) Course material - the overall course material was beneficial with 8 positive comments made on the content. These included METL development, Training evaluation, YTB/YTC were noted as most beneficial instruction.

(b) Commanding General's comments - MG Sabo's comments on the importance of quality training, the future of the 98th Div (Tng), the retention of quality soldiers and our role at Ft Leonard Wood, MO brought home a strong message to the students. It was then reinforced by BG Gannon's comments.

(c) Instructors - were informative and presented the material well. LTC Breen, MAJ Ward, CPT Lewis, 1LT Bensink, MSG Lynch were noted as excellent instructors. It was mentioned that the instructors were well prepared and rehearsed.

(d) Scheduling flexibility - at the AAR on Sat it was brought up by the students to have a YTB workshop on Sun. The staff reacted and provided the students with their YTBs and on Sun the briefed back on any lessons learned from the previous instructions.

AFRC-TNY-OP-CT

SUBJECT: 98th Division (Training) Training Readiness Management
Course After Action Review

(e) Interaction with staff and students - was a valuable opportunity. MAJ Rahil of 4th Bde presented material on Tng Mgmt and Leader Book Dev., LTC Sydor gave a class insight on the TAM and its impact on MTOE units. The brief backs from the units was a positive interaction between fellow students and staff.

(f) Recommendations from students - a sample of Tng documents for units to follow, a standard METL for Tng units, provide practical exercises next year, host course in Jan 94, have course slides and material on disk available to students.

4. Improvements for next Training Readiness Management Course:

(a) Earlier start date - students concerned with having course presented before YTB/CBE presentations.

(b) Course format - format will be more practical exercises, with emphasis on having students brief on what they have learned during lecture portion of PE. Students will be asked to bring draft on their YTGs and will work on improving them during the 3 day course. Instructors will be available for advice and help. The course will be divided onto two groups; MTOE units and Tng units. Common subjects will be taught to everyone.

(c) Course time frame - the course will be three days in length with the first day (FRI) starting at 1900 HRS for registration, opening remarks, pretest, and handouts of course material. The next two days will be brief lectures followed by practical exercises. The final day will have a post test, closing remarks, and graduation. AARs will follow each day of instruction.

(d) Course material - advance notice of reading requirements, references to bring to class and agenda will be sent to students prior to attending class.

(e) Pre/Post tests - tests will be scored and returned to students in a timely manner so students can follow their progress and instructors can evaluate the effectiveness of their instruction.

AFRC-TNY-OP-CT

SUBJECT: 98th Division (Training) Training Readiness Management Course After Action Review

5. Overall, the success of the Training Readiness Management Course will be determined by the follow up visits of the units and evaluations done externally and internally. With the continued effort of the G3 and support of the Command Group and the training readiness of the 98th Div (Tng) can be accomplished.

6. A Training Readiness Management Course is tentatively scheduled for 14-16 January 1994. It will have a lecture/practical exercise format. There will be a break out of MTOE and TDA units to facilitate better understanding of the training management process. An MOI will be going out to the units NLT 1 Oct 93. This course will be targeting down to company level leaders to include full time manning personnel.

7. Point of contact for this action is MAJ MARASCO at (716) 338-7400, extension 369.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Available Ranges for Weapons Qualification

1. The following ranges are available, within NY State, to conduct weapons qualification. These ranges support STRAC requirements for the weapons indicated. Ranges identified with an asterick do not support night firing.

<u>RANGE</u>	<u>M16A1</u>	<u>M203</u>	<u>PISTOL</u>	<u>M60</u>	<u>M2</u>	<u>LAW/AT4</u>	<u>HG</u>	<u>M18A1</u>
OWEGO	Yes	No	Yes	No	No	No	No	No
Hancock	Yes	No	Yes	No	No	No	No	No
Platts AFB	Yes	Yes	Yes	No	No	No	No	No
Ft Drum	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Griffiss	Yes	No	Yes	No	No	No	No	No
Guilderland	Yes	No	Yes	No	No	No	No	No
West Point	Yes	No	Yes	No	No	Yes	Yes	Yes
Camp Smith	Yes	Yes	Yes	No	No	No	No	No
SEAD	Yes	Yes	Yes	No	No	No	No	Yes
Ransomville	Yes	No	Yes	No	No	No	No	No
Randolph	Yes	No	Yes	No	No	No	No	No
Auburn	Yes	No	Yes	No	No	No	No	No

2. Point of contact for this action is MAJ Marasco and SFC Warner, (716) 338-7400, extension 369/370.

AFRC-TNY-OP-CT

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: G3 Training Readiness Management Course

7 - 8 August 1993

Day 1

<u>TIME</u>	<u>SUBJECT</u>	<u>INSTRUCTOR</u>
1000-1120	Overview/Pretest "The Training Development Process"	LTC Breen, ACofS, G3
1120-1130	Break	
1130-1230	Mission Essential Task List (METL) 1. Purpose 2. Development 3. METL Assessment 4. FORSCOM Form 1-1-R	MAJ Marasco
1230-1330	Lunch	
1330-1420	Command Training Guidance (CTG)	CPT Soto
1420-1430	Break	
1430-1520	Yearly Training Guidance (YTG)	MSG Lynch
1520-1530	Break	
1530-1620	Yearly Training Calendar (YTC) and Training Briefs (YTB)	1LT Bensink Yearly
1620-1630	Break	
1630-1720	Training Schedules and Work Plans (98th Div Form 27-R)	SFC Leary
1720-1730	Break	
1730-1800	Training Meetings	SFC Warner
1800-1815	Review/Summary	MAJ Marasco

AFRC-TNY-OP-CT

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: G3 Training Readiness Management Course

Day 2

<u>TIME</u>	<u>SUBJECT</u>	<u>INSTRUCTOR</u>
0745-0800	Introduction	MAJ Marasco
0800-0850	Assessment of Training 1. Importance 2. How to monitor/observe training 3. Follow up 4. Accountability 5. TE&O/Leader Book	CPT Lewis MAJ Rahill
0850-0900	Break	
0900-0950	Assessment of Training (Continued)	
0950-1000	Break	
1000-1050	Training Evaluations UTE, OTE, ORE, & TAM	MSG Lynch MAJ Ward
1050-1100	Break	
1100-1130	Training Evaluations (Continued)	
1130-1200	After Action Review	MSG Roach
1200-1300	Lunch	
1300-1350	Training Assistance & Support Leaderbook Development	SSG Lynch MSG Reeves
1350-1400	Break	
1400-1430	Review/Closing Remarks/Post Test	MAJ Marasco
1430-1500	GRADUATION	LTC Breen

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Individual Training Issues

1. Notification procedures for individual training applications have changed. Soldiers are being notified of their status (i.e. confirmed reservation, wait etc.) by post card. Units receive periodic rosters of all Division soldiers who have an application status for upcoming courses. These rosters are sorted by UIC and indicate what action has been taken on the soldier (confirmed reservation, wait, or cancellation).
2. PLDC quotas have been suballocated to MSC level. Training will be conducted at Fort Chaffee, AR and Indiantown Gap, PA. The IT Division is often able to acquire unused seats at various locations nationwide. These seats only become available within sixty days or less of the scheduled report date. In FY 93 204 PLDC quotas were allocated to the 98th division. However, we were able to acquire an additional 421 unused seats. Commands should continue to utilize their OMLs to manage their allocated quotas. If qualified soldiers are available for training and are flexible as to the exact date and notification lead time, their applications should be forwarded as soon as possible.
3. Equivalency credit is available for various NCOES courses. Commanders and trainers should refer to FORSCOM/TRADOC Reg 135-3, paragraph 8-5 for additional information.
4. Numerous applications continue to be forwarded requesting duty in an ADT status without a request for an exception to policy. The Division policy continues to be that soldiers will attend training in an IDT or AT status only. To preclude unnecessary delays, all levels of command must ensure a fully supportable request for exception to policy accompanies any ADT application.
5. Periodically it is necessary to send a soldier to an active component service school for training. Commanders must ensure that if applications for service school training are submitted they must include a fully supportable justification, a description of what efforts has been taken to acquire training through the reserve component training system and a complete current copy of the units UMR.

AFRC-TNY-OPI (351)

SUBJECT: Individual Training Issues

6. RC-CAS3 enrollment continues to be low. Beginning 1 October 1994 all captains considered for promotion to major must have completed CAS3. Commanders at all levels must ensure that our captains are not passed over simply because they have not completed this necessary training.

7. Point of contact for this action is Mr. Streb at (716) 338-7400, extension 272.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Training Management Assistance Visit Program (TMAVP)

1. The training Management Assistance Visit Program (TMAVP) is an assistance initiative of the 98th Division (Tng), G-3. It offers a critique of subordinate units present and projected training plans (YTG, YTC, TS, etc.); in addition to candid discussions concerning usually training related subjects. TMAVP visits are usually scheduled during the work week (but, can be scheduled in conjunction with Unit Training Meetings or UTA/MUTA when requested by visited unit) and are structured to be presented to the unit's Full Time Manning Personnel (FTMP) with training or training management responsibilities. The focus and content of the visits are specifically designed to best address the unique problems of the visited unit.

2. Tentative schedules are arranged and confirmed with the unit's FTMP on a quarterly basis IAW the following schedule:

FY-94 QTR	UNITS
First (OCT-DEC 93)	2nd and 4th Bdes
Second (JAN-MAR 94)	3rd Bde and 479th Eng Bn
Third (APR-JUN 94)	359th Sig Bde
Fourth (JUL-SEP 94)	1st Bde and Training Support Bde

3. Point of contact for this program is MAJ Greene at commercial (716) 338-7400 ext. 235.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Training Evaluation Trends, TY 93

1. Following is a summary of data compiled from all Organizational Training Evaluations (OTE) conducted by First U.S. Army and Unit Training Evaluations (UTE) conducted by 98th Division (Training) during the period 1 October 1992 through 31 August 1993. All evaluations are conducted to the same standard within the same seven major areas: Attendance; Conduct of Training; Training Management; Yearly Training Guidance; MOS Qualification; Appearance; and, Training Leadership. Conduct of Training, Training Management, and Yearly Training Guidance are given greater weight in determining the overall rating for "Training Execution" than do the other areas. Also, Training Leadership is directly linked to the areas of greatest emphasis.

2. Overall satisfactory performance in each area is shown below.

Conduct of Training	43%	Appearance.....	81%
Training Management	43%	Attendance	86%
Training Leadership.....	48%	MOS Qualification.....	95%
Yearly Training Guidance.....	81%		

3. Point of contact in Quality Assurance Division, G3, is Major Greene at (716) 338-7400, extension 235.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: End-of-Cycle Test (EOCT) Results, TY 92

1. The EOCT is a TRADOC required certification for drill sergeants and other key training cadre in organic training base units. Following is a numeric summary of test results for the Division by Major Subordinate Command (MSC).

	<u>Scoring 100%</u>	<u>1st Time Go</u>	<u>Retested</u>	<u>Tlt Certified</u>
1st Brigade	6	30	57	87
2d Brigade	2	11	40	51
3d Brigade	5	30	66	96
4d Brigade	28	81	36	117
Tng Spt Bde	1	4	19	23
Division Ttl	<u>42</u>	<u>156</u>	<u>218</u>	<u>374</u>

2. The following tasks are identified as training weaknesses:

<u>TASK #</u>	<u>TASK TITLE</u>	<u># Bns Failing to Achieve Satisfactory</u>
081-831-1042	Perform mouth-to-mouth resuscitation	12
031-503-1004	Put on, wear, and remove M17- Series	10
031-503-1007	Decon skin and equipment	8
071-318-2201/ 2203	Prepare, apply immediate action, restore an M72A2 Law	7
071-325-4425/ 4426	Install and fire/recover M18A1 mine	7
081-831-1034	Splint a suspected fractured	5
081-831-1031	Administer 1st aid to a nerve agent casualty (Buddy Aid)	5
071-311-2004	Zero an M16A1 Rifle	4

* Satisfactory = Above 70% of Bn's tested personnel achieve evaluations.

3. Point of contact for this action is MAJ Greene at (716) 338-7400, extension 235.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Drill Sergeant and Unit Cadre Certification Program (Annual Training FY 94)

1. The G-3, Quality Assurance Division (QAD) remains the agency responsible for the Drill Sergeant and Unit Cadre Certification Program (TRADOC Reg 350-6, paragraph 3-2d). As such, they will administer the End of Course Test (EOCT) to subordinate battalions IAW the schedule in paragraph 2. Schedules; along with Individual Record Sheets, Unit Rosters, FY94 Task List, and support requirements; were mailed to each BN/BDE/BDE through Certified/Return-Receipt-Requested mail on 23 SEP 93.

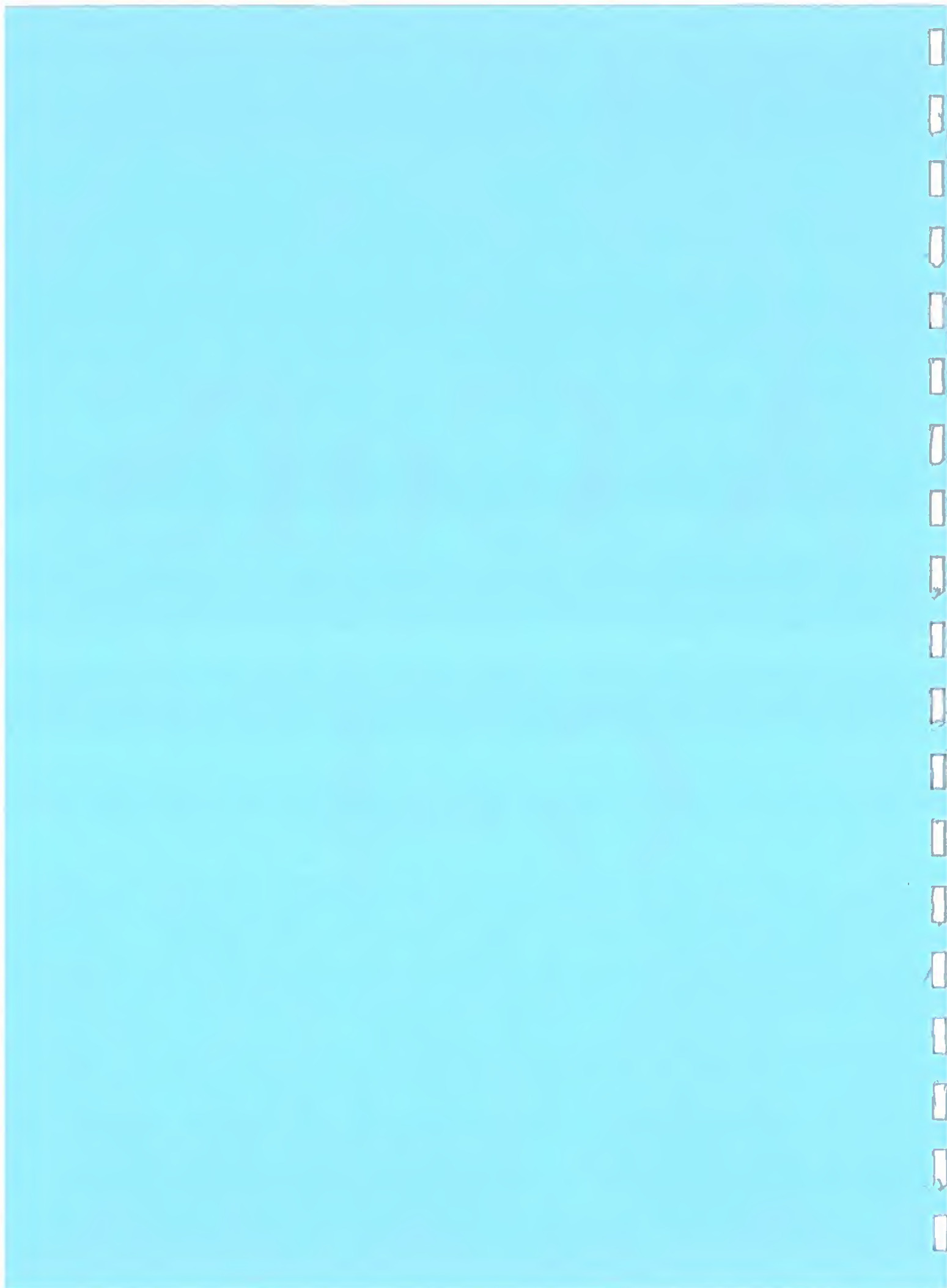
2. FY94 EOCT Schedule:

DATE	Units to be Tested	Location of Test
2 Oct 93	2/98/4, 3/98/4	ST. Bonaventure
14 Nov 93	2/390/2, 3/391/TSB	Rochester
15 Jan 94	4/392/3, 3/392/3, 2/389/1, 1/392/3	Liverpool
5 Feb 94	1/98/4, 4/98/4, 1/390/2	ECC North
5 Mar 94	1/389/1, 4/389/1	Schenectady
2 Apr 94	Make-up	Rochester

3. Point of contact for this program is MAJ Greene at Commercial (716) 338-7400 ext. 235.

A CofS

G-4



6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Restructuring of AMSA/ECS Support

1. The restructuring of the AMSA/ECS will have minimal effect on units' support, but coordination between supported unit and AMSA/ECS may have changed.
2. Due to drawdowns and budget constraints the subshops in Massena (ECS#1), Canandaigua (AMSA #7), and Utica (AMSA #9) have been closed. These subshops, along with supported units, have been consolidated under the Main shops.
3. The most recent change has come due to the 77th ARCOM assuming control of the AMSA/ECS. The former AMSA #2 became a subshop of AMSA #9 and the former AMSA #7 became a subshop of AMSA #5.
 - a. Former AMSA #2 customers: Customers previously supported by AMSA #2 (Horseheads) will continue to be supported by the, now, AMSA #9 subshop (Horseheads), but will have to coordinate with AMSA #9 for the USARC Form 18R (Equipment Density List/Maintenance Schedule) for on-hand equipment. The foreman for AMSA #9 will provide feeder information for the DA Form 2406, MCSR, to all supported units.
 - b. Former AMSA #7 customers: Customers previously supported by AMSA #7 (Webster) will continue to be supported by the, now, AMSA #5 subshop (Webster), but will have to coordinate with AMSA #5 for the USARC Form 18R (Equipment Density List/ Maintenance Schedule) for on-hand equipment. The foreman for AMSA #5 will provide feeder information for the DA Form 2406, MCSR, to all supported units.
4. Point of Contact this headquarters is CPT Neview at extension 244.



6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: MOBILIZATION PLANS

1. Last year it was anticipated that the biennial review process for unit mobilization movement plans would see dramatic improvement over the FY91 cycle when only 16 plans out of the entire command were approvable. We were over optimistic that the training provided to Unit Movement Officers, such as the satellite linked Unit Movement Officer Course at Ft Eustis, and the Ft McCoy Decentralized Mobilization Workshop offered this spring in Rochester, would result in improved statistics. As of 10 Sep 93, only 4 plans were approved out the entire command.

2. A review of the plans received resulted in the following conclusions:

a. The results of collective training was not a cost effective use of limited command resources.

b. Reading of published guidance (Individual Training) is not occurring at unit/Bn/or Brigade levels; with the possible exception of the 1st Brigade. All 4 of their plans were approved.

c. Unit Movement Officers are receiving little or no guidance from their unit commander or Unit Administrator. Plans are evidently being written without key unit member involvement, such as the Supply Officer/Sergeant, Motor Officer/Motor Sergeant, Operations Officer/Sergeant, Unit XO/1SG.

Summary: Unit commanders are likely assigning the task of mobilization planning to untrained, junior soldiers, who while otherwise of sufficient intellect to perform military duties, are still too inexperienced to know with who or how to coordinate mobilization planning. If they have access to the basic written guidance, they are not reading it. UMOs are merely updating poorly written old plans without referring to published instructions on how to write a proper plan.

Recommendation: Unit commanders should appoint the soldier with the most experience in unit operations rather than the most junior. Destroy the old Unit MOB Plan. Read the Division MOB Plan, FORSCOM Reg 55-1, and FORMDEPS, Reserve Component Unit Commanders Handbook (RCUCH). Follow the instructions. They are written in plain English.

POC MAJ Wolf/SFC Jones, G-4 Plans and Operations.



MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: REPORTS OF SURVEY

1. Since the 1st of October 1992 more than 100 Reports of Survey have been initiated within the 98th Division (Training). During that period 97 Reports of Survey have been closed. These Reports of Survey resulted in \$99,935.31 worth of losses. Of this amount, individuals were found financially liable for only \$23,211.42 (23.23%). The remaining \$76,723.89 (76.77%) was a loss to the government.

2. Of the 97 Reports of Survey that were closed, 15 were initiated as a result of inventories. Of the 15 Reports of Survey for inventories, 9 were Change of Command inventories and 6 not specified as to the type of inventory.

a. Of the 9 Change of Command inventories, one outgoing Commander was found financially liable in the amount of \$971.23. The equipment lost in the remaining Change of Command inventories totaled \$23,102.44 and no one was held liable for the loss.

b. Of the remaining 6 inventories, 4 individuals were charged for a total of \$7813.24 while the remaining 2 were written off as a loss to the government, totaling \$11,922.44.

3. Not only does the Division have a problem accounting for its equipment, once it is lost we have a problem initiating Reports of Survey in a timely manner and are close to having a problem in completing them in the required timeframe. Of the 97 completed Surveys 61 (63%) took more than the 75 day limit to initiate.

UNIT	INITIATING TIME AVG DAYS
2365	91
409TH	63
1018TH	202
1019TH	124
962ND	39
969TH	96
277TH	59
413TH	10
121ST	58

AFRC-TNY-LGS

SUBJECT: REPORTS OF SURVEY

UNIT	INITIATING TIME AVG DAYS
770TH	115
A 464TH	83
B 464TH	284
D 464TH	291
HHC 464TH	24
A 479TH	84
B 479TH	123
C 479TH	358
D 479TH	52
1159TH	188
HHC, 98TH DIV	51
2/391	60
1/391	111
HHC, 1ST BDE	94
2/389	58
3/389	112
HHC 2ND BDE	58
1/390	52
2/390	86
3/390	121
3/392	53
4/392	58
1/98	80
2/98	58
3/98	255

MSC	AVG DAYS PROCESSING TIME	NO OF SURVEYS	CHARGED TO INDIVIDUAL	LOSS TO GOVERNMENT
359TH	247	14*	669.79	61,788.88
TSB	156	8	2,344.55	2,588.40
464	302	19	1,668.21	4,181.63
479	205	33	12,157.43	2,881.98
1ST BDE	200	3*	309.60	421.65
2ND BDE	276	3*	2,906.48	625.99
3RD BDE	98	1*	0	519.17
4TH BDE	269	3*	3,155.36	3,716.19

Note: * Surveys cancelled/Property Recovered.

4. Currently, there are 36 open Reports of Survey within the 98th Division with an estimated loss of \$50,743.18.

5. Point of Contact is Mr. Olchek, COML (716) 338-7400 extension 361.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: AT/IDT MOVEMENT PLANS, FY94

1. During the FY93 training year, rather than send entire units to Fort Leonard Wood (FLW) for AT, some units were sent incrementally, or in cells under the operational control of another headquarters. Sometimes the Director for Reserve Components (DRC) did not expect the units at FLW or queried this office when the "unit failed to report" when expected. No soldier went unfed or housed.

2. The following guidelines will help alleviate future confusion when planning this type of AT:

a. Host headquarters:

1) Inform the G-4 through the chain of command that an incremental AT is scheduled, fill out the 98th Div (Tng) 103-R indicating the entire period, whether a 2 week or 2 month period. Get logistical input from the cells that will participate.

2) On the 103-R, and FORSCOM Form 156-R, indicate resource requirements for the entire period. It is much easier to establish accounts one time than for multiple increments. Ditto for drawing equipment from the ECS or TMP at FLW.

B. Cell Headquarters:

1) Inform the G-4, through the chain of command, that an incremental AT is scheduled, so that we don't ding the unit for failure to submit the logistical requirements on time.

2) Fill out a 98th Div (Tng) 103-R and FORSCOM Form 156-R indicating the entire period, whether a 2 week or 2 month period, and send it to the host headquarters to assist them in requesting sufficient resources to support your cells.

3) On the 103-R, and FORSCOM Form 156-R, indicate resource requirements for the entire period. It is much easier to establish accounts one time than for multiple increments. Ditto for drawing equipment from the ECS or TMP at FLW.

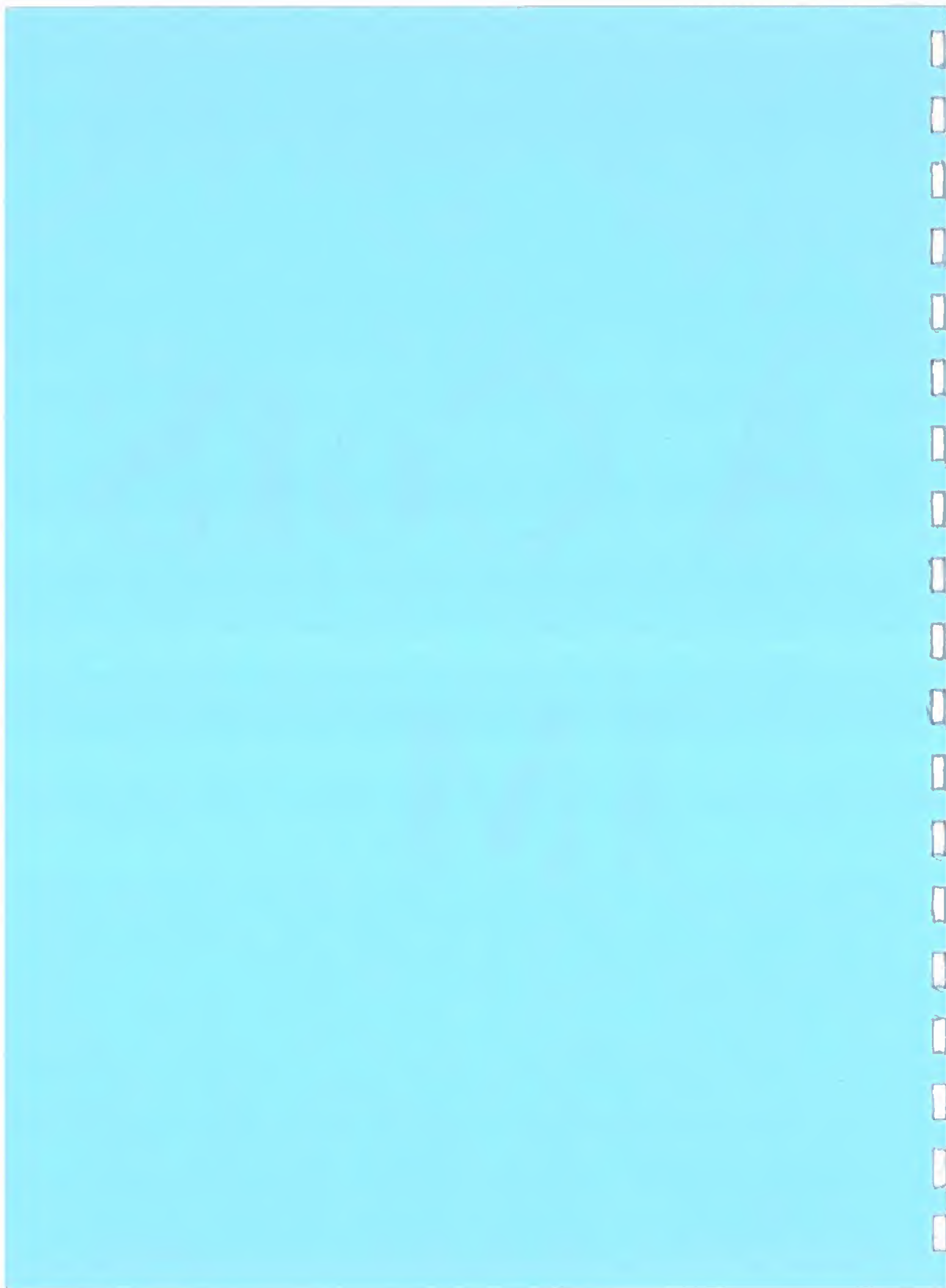
4) When your soldiers report in to FLW, ensure they know to state that they are not reporting as a unit. Ensure they know who is the host headquarters for their mission and to inform billeting and DRC FLW when necessary.

3. POC is MAJ Linney/SFC Cabrerra, (716) 338-7400 ext. 363.



A CofS

IM



MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: POSTAL METER EXPENDITURES

1. Below is a by Center listing of FY '93 postal check totals and projections for FY 94 postal check totals.

<u>CENTER</u>	<u>FY '93</u>	<u>FY '94</u>
AMHERST USARC	\$6,150.00	\$6,160.00
BATAVIA USARC	610.00	1,000.00
BINGHAMTON USARC	2,791.00	2,816.00
CANANDAIGUA USARC	1,240.00	1,500.00
CANTON USARC	783.00	1,000.00
CORNING USARC	976.00	1,000.00
CORTLAND USARC	255.00	313.00
ELIZABETHTOWN USARC	350.00	443.00
GERRY USARC	1,480.00	2,000.00
GLENS FALLS USARC	1,177.00	1,500.00
HORSEHEADS #2	1,773.00	3,000.00
HORSEHEADS, ALLEN USARC	410.00	1,000.00
ITHACA USARC	2,582.00	2,000.00
LIVERPOOL USARC	2,410.00	3,500.00
MESSENA USARC	1,420.00	1,800.00
MATTYDALE USARC	5,414.00	7,000.00
NEWARK USARC	938.00	1,000.00
NIAGARA FALLS USARC	10,435.00	11,000.00
N. SYRACUSE, HANCOCK COMPLEX	6,900.00	8,500.00
NORWICH USARC	150.00	200.00
OGDENSBURG USARC	880.00	1,000.00
OLEAN USARC	1,275.00	1,500.00
OSWEGO USARC	1,400.00	1,500.00
PENN YAN	2,011.00	2,500.00
PLATTSBURGH USARC	1,370.00	1,500.00
ROCHESTER USARC	33,500.00	44,000.00
ROTTERDAM USARC	1,070.00	1,300.00
SCHENECTADY USARC	10,380.00	13,000.00
TONAWANDA USARC	4,355.00	5,000.00
UTICA USARC	12,170.00	15,000.00
WATERTOWN USARC	4,675.00	5,000.00
WAYLAND USARC	550.00	900.00
WEBSTER USARC	9,116.00	10,000.00
WELLSVILLE USARC	600.00	1,000.00

2. The above FY '94 projections may be changed based on unit closings and unit realignments.

3. Point of contact is SFC Randall, 716-338-7400, ext. 227.

AFRC-TNY-IMA

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: FY 94 Copier Upgrades

1. The following centers/units are scheduled for copier upgrades during FY 94.

- a. Ithaca
- b. Liverpool
- c. Leadership Academy - Niagara Falls
- d. Leadership Academy - North Syracuse
- e. Webster

2. The above FY 94 projections may be changed based on unit deactivations and/or realignments.

3. Point of contact is SFC Randall, 716-338-7400, ext. 227.

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Copier Costs

1. The DA goal for copier cost per copy is \$0.025. The following is the current cost per copy, by Center/Machine, through July 1993:

<u>CENTER</u>	<u>VOLUME</u>	<u>COST</u>	<u>COST/COPY</u>
AMHERST	419023	10052.04	\$0.0240
BATAVIA	59378	1386.48	\$0.0234
BINGHAMTON	109238	3909.94	\$0.0358
CANANDAIGUA	42555	2121.78	\$0.0499
CANTON	28570	1141.31	\$0.0399
CORNING	54786	1889.25	\$0.0345
CORTLAND	12242	250.74	\$0.0205
ELIZABETHTOWN	9471	1231.10	\$0.1300
GERRY	108694	3578.84	\$0.0329
GLEN FALLS	63198	2062.92	\$0.0326
HHDS, ALLEN	24134	941.03	\$0.0390
HHDS 2	39802	1113.00	\$0.0279
ITHACA	146014	4623.48	\$0.0317
LIVERPOOL	128771	5067.87	\$0.0394
MASSENA	39856	1357.30	\$0.0341
MATTYDALE	223680	7548.13	\$0.0337
NEWARK	74928	3081.24	\$0.0411
NIAGARA FALLS 1N	125535	3714.07	\$0.0296
NIAGARA FALLS 2S	190341	5051.51	\$0.0265
L.A./NF	24514	1018.10	\$0.0415
L.A./NS	11451	461.86	\$0.0403
N. SYRACUSE	233765	4964.91	\$0.0212
NORWICH	11769	1298.40	\$0.1103
OGDENSBURG	45041	1525.87	\$0.0339
OLEAN	81506	3337.62	\$0.0409
OSWEGO	27405	1171.57	\$0.0428
PENN YAN	61882	1834.94	\$0.0297
PLATTSBURGH	66280	1743.53	\$0.0263
ROCHESTER 300	1909860	40006.82	\$0.0209
ROCHESTER 200	484798	11457.90	\$0.0236
ROCHESTER 2D FL	387229	9387.24	\$0.0242
ROCHESTER G-3	64187	1081.88	\$0.0169
ROCHESTER CMD	33976	960.25	\$0.0283
ROCHESTER 4/98	18344	127.25	\$0.0069
ROCHESTER AT	11164	411.57	\$0.0369
ROTTERDAM	56864	1962.77	\$0.0345
SCHENECTADY 1	218597	6640.07	\$0.0304
SCHENECTADY 2	311180	8575.80	\$0.0276
TONAWANDA	282170	8201.48	\$0.0291
UTICA X	463236	11935.20	\$0.0258
UTICA C	15616	870.52	\$0.0557
WATERTOWN	190079	3517.80	\$0.0185
WAYLAND	21695	562.42	\$0.0259
WEBSTER	373335	8198.33	\$0.0220
WELLSVILLE	19205	1115.98	\$0.0581

AFRC-TNY-IMA
SUBJECT: Copier Costs

2. The FY 94 copier maintenance contracts were prepared at this Headquarters. They set an authorized number of copies per month (CPM) for the copiers. A copy of the contract has been forwarded to the Center/Facility Manager for information and compliance. Going over the monthly authorized number results in a per copy service charge which results in an increase in the cost per copy. Every effort must be made to stay within the copy limits. The following is a by Center/Machine listing of authorized copies for FY 94:

<u>CENTER</u>	<u>CPM</u>	<u>CENTER</u>	<u>CPM</u>
AMHERST	43,102	BATAVIA	UNLIMITED
BINGHAMTON	10,314	CANANDAIGUA	UNLIMITED
CANTON	UNLIMITED	CORNING	UNLIMITED
CORTLAND	8,000	ELIZABETHTOWN	14,000
GERRY	UNLIMITED	GLEN FALLS	UNLIMITED
HHDS, ALLEN	UNLIMITED	HHDS 2	8,000
ITHACA	12,500	LIVERPOOL	15,000
MASSENA	UNLIMITED	MATTYDALE	41,666
NEWARK	UNLIMITED	NIAGARA FALLS 1N	10,416
NIAGARA FALLS 2S	16,666	L.A./NF	2,000
L.A./NS	2,500	N. SYRACUSE	41,666
NORWICH	8,000	OGDENSBURG	UNLIMITED
OLEAN	11,083	OSWEGO	UNLIMITED
PENN YAN	UNLIMITED	PLATTSBURGH	14,000
ROCHESTER 300	231,600	ROCHESTER 200	61,000
ROCHESTER 2D FL	35,666	ROCHESTER G-3	UNLIMITED
ROCHESTER CMD	UNLIMITED	ROCHESTER 4/98	UNLIMITED
ROCHESTER AT	2,000	ROTTERDAM	UNLIMITED
SCHENECTADY 1	23,000	SCHENECTADY 2	29,666
TONAWANDA	3,000	UTICA X	27,666
UTICA C	14,000	WATERTOWN	16,000
WAYLAND	8,000	WEBSTER	41,333
WELLSVILLE	14,000		

*NOTE: UNLIMITED copies per month indicates that the machine is under a free maintenance contract provided by the vendor at purchase and there is no limit on the number of copies.

3. Point of contact is SFC Randall, 716-338-7400, ext. 227.

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Postal/Copier Support for Family Support Groups (FSGs)

1. Interim Change No. 101, to AR 608-1, 28 Aug 1992 Subject: Army Community Service Program and Message, USACFSC, CFSC-FS, 162056Z, SAB issued guidance and policy on Family Support Newsletters. It states that appropriated fund (APD) dollars may be used to reproduce newsletters and official postage may be used to mail them to home addresses of family members if the newsletter is used to disseminate official business.
2. The following guidelines are to be used to determine what is official:
 - a. Information related to unit mission and readiness, including family readiness.
 - b. Information which is educational in nature, designed to promote informed self-reliant service members and families, and
 - c. Information regarding service members and families which promotes unit cohesion and helps strengthen the ongoing esprit among family members within the unit.
3. With such broad guidelines the Official Mail Managers will have a difficult time determining whether the information is official or unofficial. Specific examples follow of what is OFFICIAL: Information about the Army/unit/installation; Army benefits; Unit/FSG sponsored activities; Army programs and services available; Installation/Unit emergency phone numbers; helpful information about community resources; message from the commander. UNOFFICIAL information is: Ethnic recipes; birth announcements; bowling league scores; information about revenue producing items or events; fund raisers; unit member marriage announcements; commercial ventures; or, information regarding private organizations.
4. If there is an item that can not be easily determined to be official or unofficial, request through the chain of command that the Commander decide if it meets the criteria to use APF postage to mail the newsletter.
5. The Family Support Newsletter meets the criteria of a functional bulletin as described in AR 25-30. It should have the four elements of a functional bulletin: a heading, official information only; an expiration date; and, an authentication. The authentication can be the signature block of the Family Support Coordinator or unit commander.

AFRC-TNY-IMA

SUBJECT: Postal/Copier Support for Family Support Groups (FSGs)

6. AR 25-51, 30 Nov 92, Official Mail and Distribution Management, states that Family Support Newsletters which contain both official and unofficial information may be published with Government printing and equipment but APF dollars may not be used to mail ones containing unofficial information. Both types of newsletters must be reproduced only using one color of ink. A newsletter published quarterly may contain up to 16 pages (eight sheets of paper front to back). A newsletter published monthly may contain up to eight pages only (four sheets of paper front to back).

7. All Family Support Newsletters that are to be reproduced using APF dollars must be sent to this HQs, ATTN: AFRC-TNY-IMA, for reproduction. FSGs should allow a 2 week turn around time.

8. All APF dollars used for the mailing of newsletters will be done through the Center Mail Machine.

9. Point of contact is SFC Randall, 716-338-7400, ext. 227.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Copier Supplies

1. During FY 94 all copier supply funds are being retained by the Information Management Office.
2. Supplies (Toner, developer, fuser oil, etc...) for all Kodak, Xerox, Cannon NP 2020, and Konica 2590 copiers will be purchased through bulk buy procedures. Supplies will then be issued to the Centers with these machines. Centers with these machines will NOT requisition any copier supplies. Center POCs should contact the IM Office for re-supply of toner, developer etc... far enough in advance so that no down time is experienced due to lack of supplies.
3. Requests for supplies for all other copiers will be submitted to this HQs, ATTN: AFRC-TNY-IMA. The DD Form 1348-6 will be completed the same as in the past and the APC code will be R5U1.
4. Point of contact is SFC Randall, 716-338-7400, ext. 227.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Publications Accounts

1. By this time all units should have submitted the forms to establish their USARC/FORSCOM and 98th Division (Tng) publications accounts. Units that do not have established accounts will not be receiving publications thru pin-point distribution.
2. Units that have not established these accounts need to do so by submitting:
 - a. For USARC/FORSCOM Accounts
 - (1) USARC Form 12-R (Test)
 - (2) USARC Form 12-1-R (Test)
 - (3) FORSCOM Form 12-1-R
 - b. For 98th Division (Tng) Account
 - (1) 98 Form 12-1-R (Test)
3. All publications accounts (DA, USARC/FORSCOM, 98th Div (Tng)) are to be reviewed annually.
4. Verification of the annual review will be provided to this HQs, ATTN: AFRC-TNY-IMA. This will be done by sending any account changes thru this office or by a memorandum stating that the review was done and there are no changes.
5. Point of contact is SFC Randall, 716-338-7400, ext. 227.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: FY 94 Administrative Services Division (ASD) Reports

1. The following is a by month listing of reports that are due to the ASD, Information Management during FY 94:

OCTOBER
5th Copier Report
Copier Repair Report
Quarterly Postal Report

NOVEMBER
4th Copier Report
Copier Repair Report

DECEMBER
3rd Copier Report
Copier Repair Report
27th Annual Freedom of
Information Act Report

JANUARY
5th Copier Report
Copier Repair Report
Quarterly Postal Report

FEBRUARY
4th Copier Report
Copier Repair Report

MARCH
4th Copier Report

APRIL
5th Copier Report
Quarterly Postal Report

MAY
4th Copier Report

JUNE
3rd Copier Report

JULY
6th Copier Report
Quarterly Postal Report

AUGUST
4th Copier Report

SEPTEMBER
2nd Copier Report

2. The above reports are to be sent to this HQs, ATTN: AFRC-TNY-IMA, by the suspense dates indicated. Failure to meet the suspense dates could result in the copier maintenance contract being cancelled (by the supplier) or in no postal meter check being issued.

3. Point of contact is SFC Randall, 716-338-7400, ext. 227.

6 NOVEMBER 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: MARKS (AR 25-400-2)

1. The MARKS regulation was revised as of 26 February 1993 to include the changes listed below.

a. Deletes appendixes C and D, which cross referenced the MARKS; and appendix E, the subject index.

b. Establishes use of Privacy Act System Notices on File label for those files that are governed by the Privacy Act (DA Pam 25-51).

c. Expanded use of the 25 Series - Information Management.

d. Provides for identification of record keeping requirements in prescribing directive.

e. Replaces machine readable records standards with standards for electronics and micrographic records.

f. New office administrative housekeeping files have been approved for use. These files relate primarily to the housekeeping operations within any office in the Army.

2. Listing of MARKS file numbers contained in subordinate units should be submitted to the next higher headquarters for approval. Brigade level should be the approving authority for the Battalions. Brigades will submit their listing of MARKS numbers for approval to Division Headquarters, Attn: AFRC-TNY-IMA. Provided there are no changes to the list from the previous year, it will not be necessary to submit a new list for approval the next year. Lists will be approved and returned for filing in file #25-400-2e. FORSCOM Form 350-R (List of File Numbers) is recommended.

3. Point of contact is MSG Ernest Lofton, 716-338-7400, ext 344.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Guidance for Accomplishing the Information Management,
Administrative Services Division, Portion of Deactivation

1. Closing of publications accounts:

a. Send a memorandum to each location, that the unit has an account with, requesting that the account be closed. Enclose a copy of the deactivation order.

1. Ft. Drum Publications
2. Baltimore Publications
3. USARC/FORSCOM Publications
4. 98th Div (Tng) Publications
5. Any other accounts

b. Provide an information copy of the request to this Headquarters, ATTN: AFRC-TNY-IMA.

c. Each account should provide the unit with verification that the account is/will be closed. Send an information copy of this verification to the ATTN: in 1b above.

2. MARKS files:

a. All MARKS files should be reviewed and earmarked for destruction or transfer, based on AR 25-400-2.

b. MARKS files that are to be transferred will be prepared in accordance with AR 25-400-2.

1. SF 135 and SF 135A will be prepared as if this was a normal transfer (same addresses as usual).
2. The files will be transferred to and held at the next higher headquarters until it is time to transfer them to the Records Holding Area (RHA) at this Headquarters.

c. Destruction or transfer of files will be accomplished NLT the date of deactivation.

3. Post Office notification:

a. A change of address card is to be provided to the local Post Office.

b. The change of address card will indicate that this change is for the unit ONLY. All mail addressed to the Center or other units must continue to be delivered.

AFRC-TNY-IMA

SUBJECT: Guidance for Accomplishing the Information Management,
Administrative Services Division, Portion of Deactivation

c. The new address for the unit will be the next higher headquarters and the effective date will be NLT the date of deactivation.

4. Blank forms:

a. Ft. Drum does NOT want any blank forms back.

b. All blank forms will either be destroyed or transferred to the next higher headquarters NLT the date of deactivation.

c. All controlled forms will be transferred to the next higher headquarters.

5. Point of contact is SFC Randall, 716-338-7400, ext. 227.

6 NOVEMBER 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Commo Training Opportunities

1. Commo Training Materials: During Vietnam, many soldiers were killed and missions compromised because of poor communications training and neglect of COMSEC. Units, then, should regularly train in how to conduct properly secure communications, especially since we lack radio encrypters.

a. Units desiring NSA-produced Communications Training materials such as Training SOIs, Training SSIs, Training OPSCODES, and Training Authentication Tables can get them by contacting this Headquarters, ATTN: AFRC-TNY-IMC, and indicating the quantities needed. Users do not have to account for this material, even though it is COMSEC, and the items are not classified but FOR OFFICIAL USE ONLY. Please order materials at least two months before they are needed, since shipment from NSA through the Army's channels can take a long time.

b. In addition, the Commo Division has copies of the training version of the Army Rapid Encryption System (ARES) which will replace both OPSCODES and Authentication tables in the future. It has issued a sample copy of ARES to each CS/CSS company in the Division. Units that want copies to train with should contact the commo branch in the manner given above.

c. This office has just received 100 copies of the training version of the DIANA encrypting/decrypting pads, on which we conducted training at last year's Signal Workshop. We also have Training Keytapes for the MSRTs available for issue. Please contact MAJ Williams or MSG Baker if you desire either of these.

d. This office, given enough lead time, can provide instructors on how to use any of the material mentioned above. RG Ft. Drum's personnel can also support training on most of it.

2. POC: MAJ Williams, (716) 338-7400, X333 (Tuesday nights - or 1-800-283-3138, X333 Tuesday nights), (716) 245-5742 (office), or (716) 243-0425 (home).



MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDERS SEMINAR 1993

SUBJECT: FY94 Telephone Budget Targets

MAJOR COMMAND /SUBORDINATE	PROJECTED FY93 EXPENDITURES	SUGGESTED FY94 BUDGET
Batavia USARC	Batavia \$3,935	\$4,130
Binghamton USARC	Binghamton \$14,103	\$12,800
Amherst USARC	Buffalo \$24,326	\$26,540
Lemma-Whyman USARC	Canandaigua \$3,021	\$3,175
Canton USARC	Canton \$3,778	\$3,970
CPL Frank W Hayes USARC	Corning \$7,515	\$7,900
Cortland USARC	Cortland \$1,655	\$1,800
Elizabethtown USARC	Elizabethtown \$2,117	\$2,200
Gerry USARC	Gerry \$12,343	\$12,960
Glens Falls USARC	Glens Falls \$4,716	\$4,950
CPT Alden D Allen USARC	Horseheads #1 \$7,143	\$7,500
Horseheads USARC #2	Horseheads #2 \$6,671	\$7,500
SGT Reynold J King USARC	Ithaca \$17,159	\$5,000
1LT James McConnell USARC	Liverpool \$8,378	\$8,800
PVT P J McGrath USARC	Massena \$4,227	\$4,400
Wm H Seward USARC	Mattydale \$11,775	\$20,360
Newark USARC	Newark \$5,026	\$5,300
Niagara Falls AFRC	Niagara Falls \$31,431	\$30,000
Norwich USARC	Norwich \$2,503	\$2,600
Hancock Army Complex	N. Syracuse \$20,719	\$30,000
PFC Robt J Manville USARC	Ogdensburg \$4,574	\$4,800
Olean USARC	Olean \$4,787	\$5,000
Ft Ontario USARC	Oswego \$4,027	\$4,200
T3 O A Frederiksen USARC	Penn Yan \$5,996	\$6,300
PFC Harold P Lynch USARC	Plattsburg \$4,965	\$5,200
J W Wadsworth USARC	Rochester \$94,860	\$100,000
Rotterdam USARC	Rotterdam \$5,945	\$6,300
SGT Horace D. Bradt USARC	Schenectady \$22,428	\$23,500
PFC Chas N Deglopper USARC	Tonawanda \$8,711	\$9,100
Elihu Root USARC	Utica \$26,614	\$30,900
Leso-Leano USARC	Watertown \$10,398	\$11,000
SGT H Grover O'Connor USAR	Wayland \$3,355	\$3,500
MAJ D W Holleder USARC	Webster \$20,276	\$21,300
Wellsville USARC	Wellsville \$2,940	\$3,100
TOTAL BUDGET TARGET	\$412,417	\$436,085



6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Status of New ADP Hardware and Software FY 93-94

1. Several initiatives were undertaken or concluded in FY 93 to upgrade the Division's information processing and automation capability for the 98th Division. These include:

- | | |
|------------------------------------|--------------|
| a. Fielding CLAS and 386 upgrades. | Completed. |
| b. Fielding Upper Level CLAS. | In Progress. |
| c. Laser Printers. | Ordered. |
| d. Hard drives. | Ordered. |
| e. Monitors. | Ordered. |
| f. WANG PC replacements. | Ordered. |
| g. Microsoft Windows | Ordered. |
| h. Harvard Graphics | Ordered. |
| i. WordPerfect | Ordered. |
| j. LOTUS 1-2-3 upgrade. | Ordered. |
| k. Enable 4.0 documentation sets. | Received. |

2. The 386 upgrades and the fielding of CLAS initiated last year have been completed.

3. Fielding of Upper Level CLAS (BLAS/MLAS/AMLAS) has begun and is in pilot test with the 2nd and 4th Brigades. Scheduled to complete in October with rollout to rest of the Division by end of 1993.

4. A software package authorized by USARC to print computer generated Forms such as Officer and NCO evaluations has been ordered. This package requires the use of a laser printer.

5. Several large hard drives have been ordered with the unit administrator computers the priority for receiving them. This will allow the CLAS program to be run from the hard drive.

6. Additional super VGA monitors have been ordered to replace the aging EGA monitors currently in use.

AFRC-TNY-IMS

SUBJECT: Status of New ADP Hardware and Software FY 93-94

7. Authorization has been received to order replacements for all remaining WANGs and any uneconomically repairable computers.

8. Purchase orders have been placed for MS Windows and will be issued for all non-UA machines.

9. Point of contact this Headquarters is 1LT David Shannon. (716) 338-7400 extension 228.

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: ForumNet 98th Division Staff and 98th Division CSM's

1. The 98th Division IM in coordination with the Chief of Staff and the FORUM Office, has established two new subnet groups on FORUMnet for the expressed use of the senior leadership within the 98th Division -the 98Staff net and the 98CSM net.

2. The purpose for these net groups is to add to the ability of the senior leadership to exchange ideas and coordinate across the entire Division. These nets provide the ability to:

- send electronic messages between specific members of the net
- send electronic messages to participants on the other nets
- brainstorm ideas across the command through the use of Items

3. The use of this tool has greatly improved the effectiveness of face-to-face meetings among the O6's.

4. Attached is a listing of the participants for each net.

98th CSM Net

Dominic Futia	DIV CSM
Michael Wallace	G1
Michael Couch	G2
Richard Sechrist	G3
Terry Footer	G4
Richard Messinger	IM - Coordinator
Gary Ginsburg	IM
Timothy Streb	RM
George Granger	IG
Anthony DeBellis	PAO
Thomas McLean	SMO
Carl Fosco	1st BDE
Raymond Olson	2nd BDE
Kenneth Kent	3rd BDE
Frank Puidokas	4th BDE
Gary Belanger	TSB
David Cowburn	479th
Charles Boehnke	359th
Dale Oroszi	1157th
Richard Sherman	1159th

AFRC-TNY-IM

SUBJECT: ForumNet 98th Division Staff and 98th Division CSM's

98th Staff Net

David Wooding	CXO
Thomas Schoenweter	G1
Ronald Humphrey	G1 MILPO
James Glinsky	G2
Robert Breen	G3
Ronald Blazejewski	G3
Verdon Norsen	G3 Force Mod
Gary DiLallo	G4 SIMS
Mildridge Smith	G4
Martin VanScoter	IM
Samuel Falzone	IM SIMS
Richard Messinger	IM - Coordinator
Ross Irvin	RM
Rita Cucchiara	RM Budget Off
Joseph Anderson	SMO
Kathleen Staber	SMO
Margaret Murray	1st BDE SSA
Michael Santarcangelo	1st BDE XO
Mark Spelman	2nd BDE XO
Ray Olson	2nd/4th BDE SSA
Jim Roach	3rd Bde SSA
Gregory Hunt	3rd BDE XO
Dennis Keefe	1151st Dep
Harry Kroll	TSB SSA
George Mather	479th SSA
James Young	359th SSA
Anthony Billeter	1151st/692nd Det
Anthony Mancuso	1157th Sch ADM
Thomas Murphy	1159th Sch ADM

5. Point of contact is CW3 Messinger, 716-338-7400, ext. 228.

6 NOVEMBER 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: 98th Division Automation Initiatives FY 93-94

1. The following are the goals for FY 93-94 for enhancing the Division's automation capabilities and the initiatives to accomplish these goals.

Goal 1. Implement automation enhancements at the unit level.

Initiative A: Upgrade all 98th Div (Tng) microcomputers by installing 386 processor boards.
STATUS: Completed FY 93

Initiative B: Install the latest version of Center Level Application Software (CLAS 5.01) on all unit administrator systems and provide ongoing diagnostic support.
STATUS: Completed FY 93

Initiative C: Install office automation, virus protection and system security software on all 98th Division (Tng) microcomputers.
STATUS: Completed FY 93

Initiative D: Implement a spare SyQuest cartridge program for all unit administrator microcomputers in the division.
STATUS: Completed FY 93

Initiative E: Enhance the usefulness of the Division Electronic Bulletin Board System (EBBS) to the units.
STATUS: Planned for 2Q FY 94.

GOAL 2. Provide a Help Desk for units in Division IM.

Initiative A: Develop and implement a problem logging and tracking system.
STATUS: Completed FY 93

Initiative B: Develop a hardware and software configuration database for all 98th Division (Tng) microcomputers and implement its use.
STATUS: Target Completion -1Q FY 94

Initiative C: Train new full time section members on the duties of the help desk.
STATUS: Target Completion -1Q FY 94

Initiative D: Provide diagnostic support for hardware and software problems with 98th Div (Tng) microcomputers from 0800 thru 1700 hrs, Monday thru Friday.
STATUS: In place

AFRC-TNY-IMS

SUBJECT: 98th Division Automation Initiatives FY 93-94

Goal 3. Monitor the state of automation assets within the Division to include status of equipment, personnel and training.

Initiative A: Develop and implement a maintenance cost tracking database tool to help identify uneconomically repairable equipment.

STATUS: Program completed FY 93. Implementation in progress.

Initiative B: Provide software, hardware and computer operations training during the annual IM school to all Division unit administrators.

STATUS: Ongoing.

Initiative C: Develop a recommended technical education plan for Division personnel that use PCs for their daily work.

STATUS: Planned for 2Q94.

GOAL 4. Enhance the Division Headquarter's automation capabilities.

Initiative A: Repair the Local Area Network.

STATUS: Planned completion 1Q FY 94.

Initiative B: Install and maintain CaLANDer, a calendaring function, on the LAN. Train the users.

STATUS: Planned completion 2Q FY 94.

Initiative C: Install the LAN version of ENABLE office automation and train the users.

STATUS: Planned completion 3Q FY 94.

Initiative D: Monitor the utilization of FORUM NET.

STATUS: Ongoing.

GOAL 5. Provide advice and assistance to the Division staff on matters concerning automation policy and guidance.

Initiative A: Implement and monitor a microcomputer software standard and licensing compliance program throughout the Division.

STATUS: In progress and ongoing.

Initiative B: Act as the Division central point of contact for the USARC in matters pertaining to unit administration automation.

STATUS: Ongoing.

Initiative C: Revisit the Division Information Systems Plan (ISP) and revalidate the plan's recommendations. Take action as appropriate.

STATUS: Planned for 1Q FY 94.

2. Point of contact this Headquarters is MAJ Ismael Campos, 716-338-7400, extension 228.

6 NOVEMBER 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Software Compliance Policy Update

1. Purpose: To provide an update on findings relative to compliance with 98th Division's Software Compliance Policy, dated 11 December 1992. To provide an updated list of authorized software.
2. Assistance visits and command inspections by the IM staff continue to find unauthorized/unlicensed software on some 98th Division personal computers. Units are reminded that this is unlawful and requires immediate command attention.
3. To assist commanders and supervisors the 98th IM developed a software program named the "98th EYE". This program is designed to scan all hard drive directories and create a list of all programs it contains. A floppy diskette with a copy of this program was issued to all MSCs during the 98th Division IM Conference in May 1993.
4. Effective 1 October 1993, each center ISSO is responsible to run this program on each 98th Division personal computer in their respective centers on a quarterly basis. A diskette containing the results of the scan is to be mailed to the 98th IM office, ATTN: Automation Officer, NLT the end of the last month of each quarter, beginning December 1993.
5. Any software not included in the following lists of authorized software is unauthorized and will be removed from the 98th Division (Training) PCs.
 - a. Unit Administrator PCs:
 - (1) DOS 5.0
 - (2) FOCUS 5.0
 - (3) CLAS (Latest version fielded)
 - (4) ENABLE 4.0
 - (5) PROCOMM
 - (6) MCAFEE VIRUS SCAN
 - (7) OCAR MENU

AFRC-TNY-IMS

SUBJECT: Software Compliance Policy Update

b. All other Division PCs. (Note: All commercial software must be purchased by the 98th Division for that computer. All military created software may be loaded except where noted).

- | | |
|---|------------------------------|
| (1) DOS 5.0 | (13) HARVARD GRAPHICS |
| (2) FOCUS 5.0 | (14) WORD PERFECT |
| (3) ENABLE 4.0 | (15) WINDOWS |
| (4) PROCOMM | (16) FREELANCE |
| (5) MCAFEE VIRUS SCAN | (17) ULLS-S4 (ARMY) |
| (6) OCAR MENU | (18) UMP (ARMY) |
| (7) GMENU | (19) OCIE (ARMY) |
| (8) LOTUS 1-2-3 | (20) LOCO (ARMY) |
| (9) XTREE GOLD | (21) R/S PROGRAM (ARMY) |
| (10) dBASE III | (22) SUSPENSE PROGRAM (ARMY) |
| (11) dBASE IV | (23) NORTON ANTI VIRUS |
| (12) SPBS-R-I/TDA (ARMY) (DIRECTED BY ACoFS G4) | |

6. This policy should be made known to all 98th Division PC users. Point of contact this Headquarters is 1LT David Shannon. (716) 338-7400 extension 228.

MEMORANDUM FOR 98TH DIVISION(TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Upper Level CLAS 5.01 Update

1. The Center Level Application Software (CLAS) version 5.01 was fielded to all UA computers within the 98th Division during the second quarter FY93. During this fielding effort all systems were upgraded to a '386 level PC.
2. In this version many changes were made to the personnel and payroll modules. The Training module has been substantially upgraded to include CTT Training and METL task identification capabilities.
3. A main new capability of this version is the ability for all of the individual CLAS systems within an MSC or Battalion to roll up their information to their next higher headquarters. This roll up capability is extended right up to the Division Headquarters level. These new levels of software are called BLAS for Battalion Level, MLAS for MSC Level and AMLAS for ARCOM/MUSARC Level.
4. The first use of this roll up capability is to have individual CLAS systems send through the chain of communications to the AMLAS system at Division selected SIDPERS transactions for automatic transmission directly to ARPERCEN. This implies that the individual unit technician that is updating your personnel records is the one that will be updating 69 data fields on the Master SIDPERS File at ARPERCEN. This communications capability will reduce the time delay in updating critical information from months to 1 to 2 weeks. We foresee that the accuracy of the data will improve and the amount of backlog for the SIDPERS clerks at Division will disappear. At the 102nd Division that was field testing the software, in the first few months of processing, they eliminated their backlog, and were sending 3 to 4 times the transaction volumes (in January 1993 they sent over 10,000 transactions while before they would send less than 3,000).
5. The next use for this information at the MSC and Battalion level is for that level to be able to run the same reports that the individual units run off of CLAS, on their own system with the aggregated information for their whole command. With the additional programming capability of PC-FOCUS, TableTalk and other utilities, the MSC's will be able to run Management reports on their people that they could never have done before. This is an administrative WIN-WIN. If the MSC has the information, it does not need to task the Units with reporting it and the Units have the extra time to perform training and readiness tasks.

AFRC-TNY-IMS

SUBJECT: Upper Level CLAS 5.01 Update

6. With the added capabilities within the Training arena, it is planned that the Unit's yearly training calendars will be rolled up from one level to another in the same manner as the personnel information. This should start in the first quarter of TY94.

7. Division IM is in the process of insuring that there are enough phone lines to support this communications requirement. For all of the communications to work most efficiently, each PC participating in the Upper Level CLAS system is targeted to have its own phone line (possibly shared with the FAX machine).

8. The communications plan consists of scheduled upward and downward data transfers during off-hours. The upload is initiated by the BLAS machines calling their direct reporting UA machines and extracting the information. Then the MLAS machines will call their direct reporting UA's and BLAS machines to extract the upward bound information. Finally, the AMLAS machine will call its direct reporting UA's and the MLAS machines. Similarly, the process will be scheduled to download information through the chain of command updating information at each level.

9. The ultimate goal of the Upper Level CLAS Software is that each level within the Command will have all the information that it needs to make good management decisions based on the best available information provided directly by the people that are responsible for the quality of the data.

10. The following units received BLAS cartridges:

1/392d Battalion	413th S&S Battalion
2/392d Battalion	1/391st Battalion
3/98th Battalion	2/391st Battalion
4/98th Battalion	4/391st Battalion
332d Ordnance Battalion	Co A, 464th Engineer Battalion

11. The following units received MLAS Cartridges:

1st Brigade	359th Signal Brigade
2nd Brigade	Training Support Brigade
3rd Brigade	464th Engineer Battalion
4th Brigade	479th Engineer Battalion

12. The 2nd and 4th Brigades were selected to participate in a test (pilot) of Upper Level CLAS during October 1993. This was done to iron out any possible problems before fielding to the entire Division. Roll out to the rest of the Division is scheduled to complete by year end 1993.

13. Point of contact this headquarters is CW3 Richard Messinger, 716-338-7400, ext. 268.

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: CLAS 5.01 & 5.01.01 Fielding Update

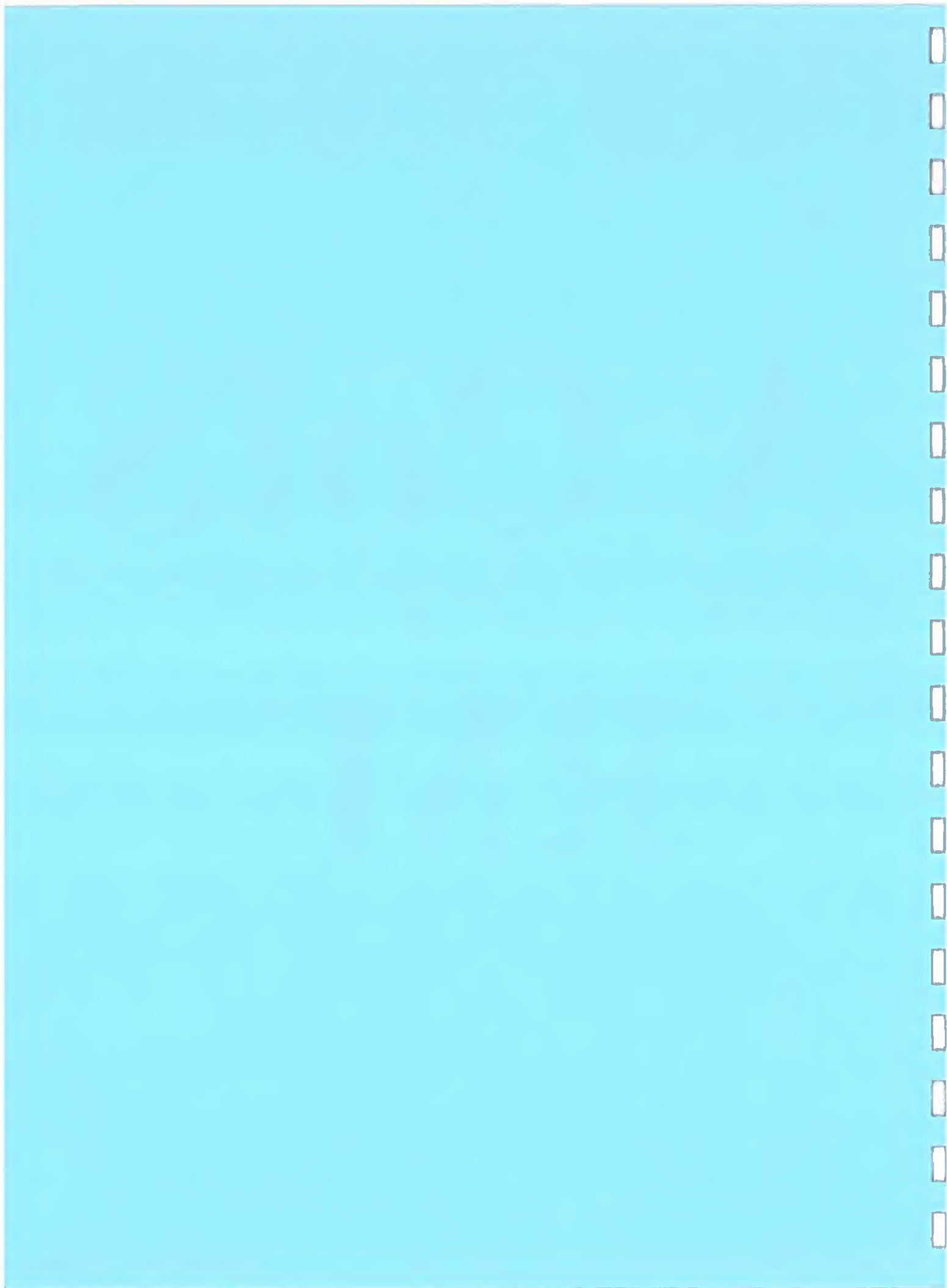
1. During FY 93 we fielded CLAS 5.01 to all (67) 98th Division (Training) Unit Administrator (UA) PCs. This included a hardware upgrade from a 286 to a 386 CPU which was completed in April 93.
2. This fielding involved not only a hardware upgrade, but a software configuration change as well. The following changes were made:
 - a. HARDWARE: ZENITH 286 cpu cards to 386 cpu w/4meg ram
 - b. SOFTWARE: DOS 3.2 to DOS 5.0 Enable 2.15 to Enable 4.0 Trusted Access Security
3. We have seen an increase in system reliability since this changeover. The volume of trouble calls has decreased from an average of 35 per week to 13 per week. We will continue to log and track trouble calls to monitor the reliability of the systems.
4. In June USARC issued 98th Division a copy of CLAS 5.01.01 which has been installed on all UA machines. Approximately 50%??? of the units upgraded their CLAS software by downloading the upgrade from the 98th Division EBBS system located in the IM section.
5. As a reminder, please contact the following for:

FINANCE RELATED PROBLEMS	-CALL RM	716-338-7400	X359
TRAINING RELATED PROBLEM	-CALL G3	716-338-7400	X369
PERSONNEL RELATED PROBLEMS	-CALL G1	716-338-7400	X214
SIDPERS RELATED PROBLEMS	-CALL SMO	716-338-7400	X335
6. The point of contact this Headquarters is MAJ Ismael Campos, 716-338-7400, extension 228.



A CofS

RM



MEMORANDUM FOR 98TH DIVISION(TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: FY 94 OMAR Budget Comparison

1. FY 94 OMAR budget comparison is as follows:

(000)

	FY92	FY93	FY94	% Increase(Decrease) FY94/FY93
Civ Pay	\$8706	\$9411	\$4366	(53.6) *
IM/Postage	489	610	478	(21.6)
Centers	280	233	0	(100.0)
Division HQ	130	430	0	(100.0)
Phones	513	397	580	46.1
AMSA/ECS/DS-GS	417	1088	0	(100.0)
Units	2248	1548	1333	(13.9)
Family Support	20	14	20	42.9
SMO	76	76	60	(21.1)
TOTAL	\$12879	\$13807	\$6837	(50.5)

* Civ Pay decrease reflects loss of AMSAs and ECS and payment of early retirements in FY93.

2. Point of contact this headquarters is Mr. Ronald Zabawa, 716-338-7400, ext. 249.

AFRC-TNY-RM

6 NOVEMBER 1993

MEMORANDUM FOR 98TH DIVISION(TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: FY 94 RPA Budget Comparison

1. FY 94 RPA budget comparison is as follows:

(000)

	FY92	FY93	FY94	% Increase(Decrease) FY94/FY93
Annual Training	\$6602	\$6378	\$5466	(14.3)
Schools	1599	1246	1075	(13.7)
ADSW	1517	1056	512	(51.5)
TOTAL	\$9718	\$8680	\$7053	(18.7)

2. Point of contact this headquarters is SGT Don Balch, 716-338-7400, ext. 250.

AFRC-TNY-RM

6 NOVEMBER 1993

MEMORANDUM FOR 98TH DIVISION(TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: FY 94 Civilian Authorization Comparison

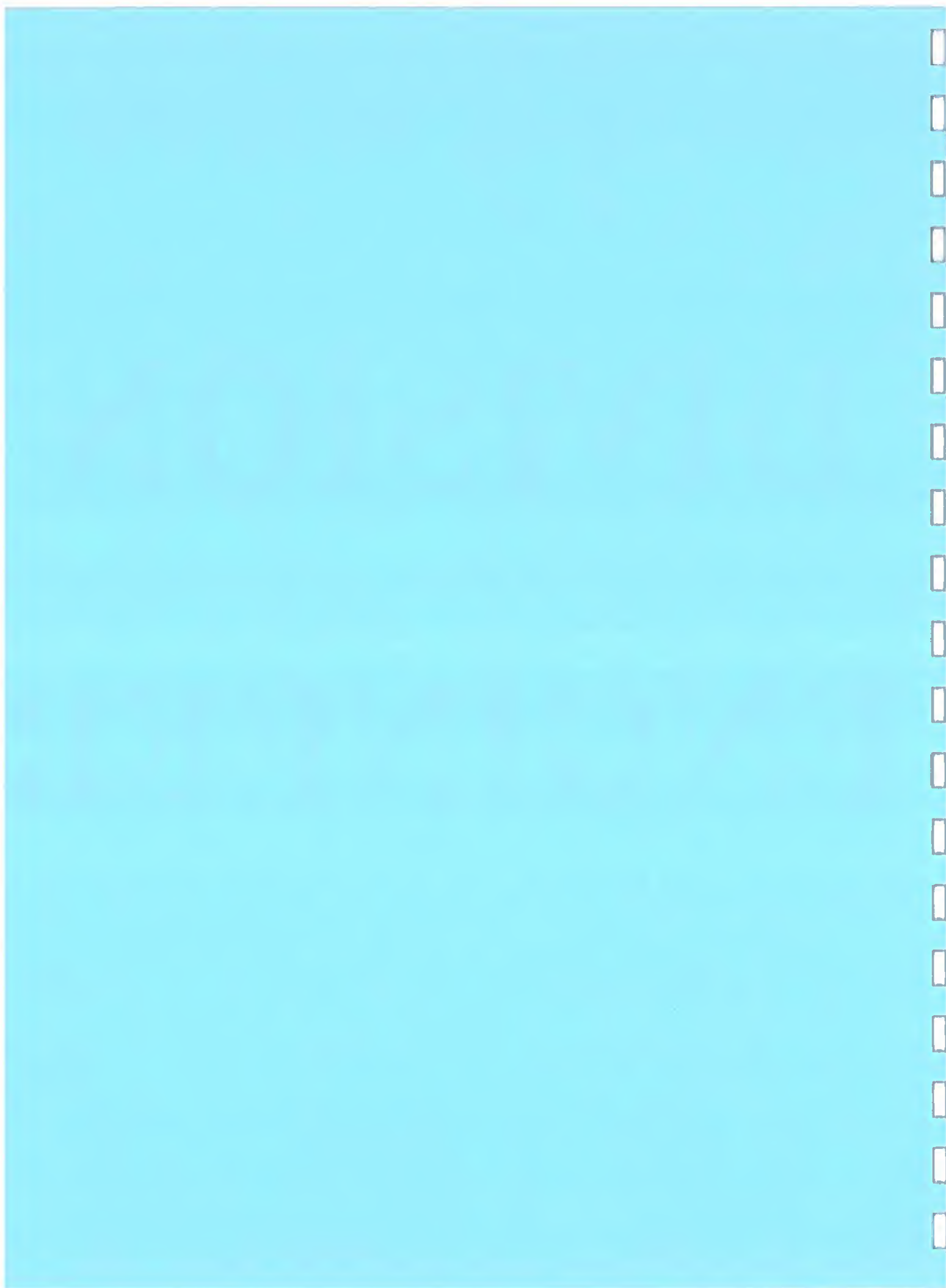
1. FY 94 Civilian authorization comparison is as follows:

FC2092	FC2093	FC1094	FC2094
122	93	108	100 *

* Reflects loss of 8 finance positions to the 77th ARCOM.

2. Point of contact this headquarters is Mr Ron Zabawa, 716-338-7400, ext. 249.

DIVISION ENGINEER



MEMORANDUM FOR 98th DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: Status of Facility Projects - FY93

1. This command was fortunate to be able to initiate numerous high dollar value projects this year. Facility projects exceeded \$6.5 million in FY 1993. Another \$2.4 million in projects have been designed and are awaiting funding. These figures are substantial since the total value of the remaining projects identified to be completed during the next five years is \$5.5 million.
2. A summary of project expenditures at each reserve center is attached for your information. Values shown on the attached table reflect totals for several projects. Examples of projects completed this year are replacement of roofs, construction of storage buildings, and improvements to parking areas. Examples of projects planned for the future have been identified on the enclosure to give commanders an idea of what improvements will be made to their centers in the next few years. Additional information on projects and a breakout of individual project costs be obtained for the Division Engineer.
3. POC for additional information is LTC DeCoursey, ext 253.

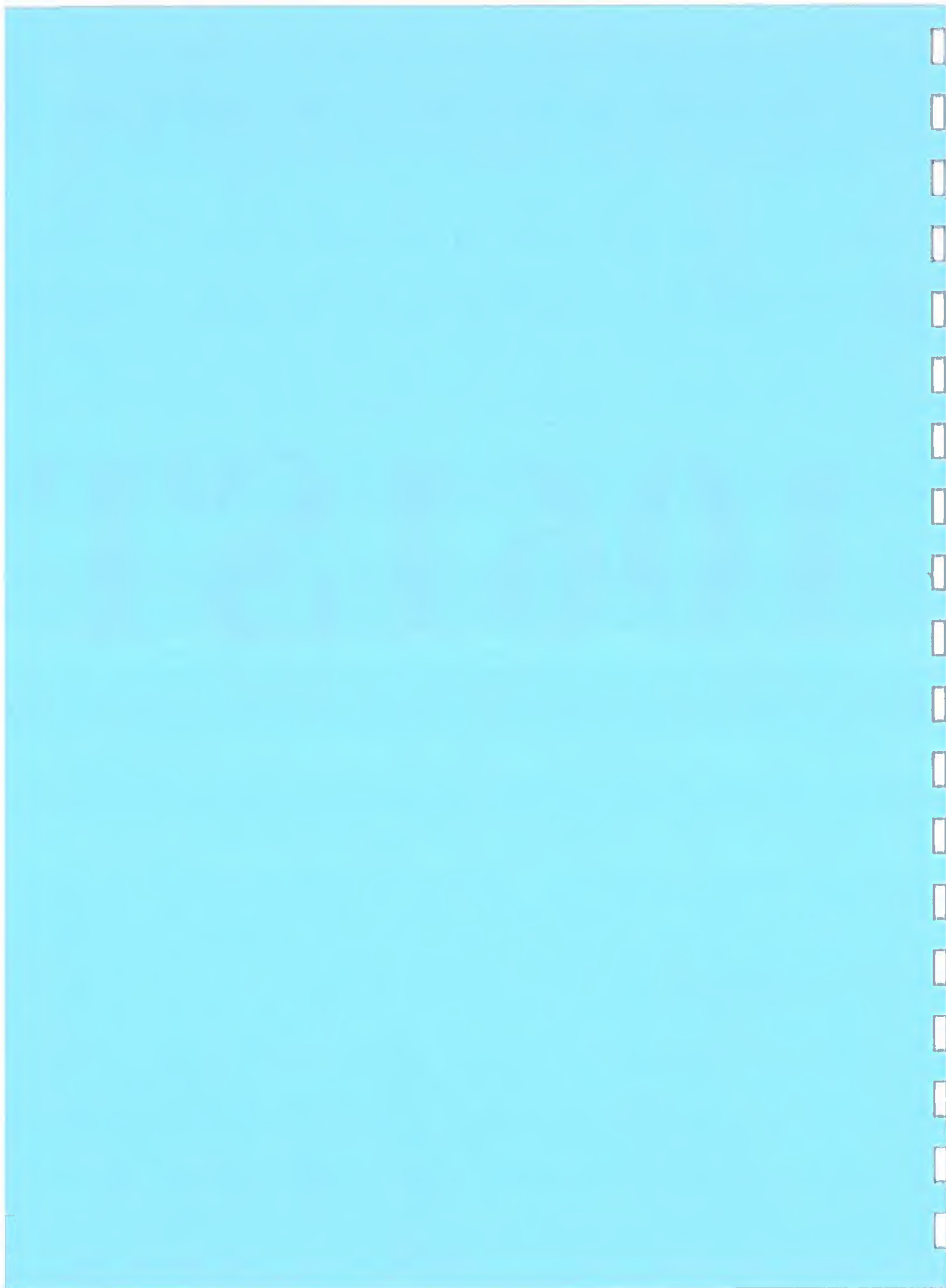
**98 TH DIVISION
STATUS OF 1993 FACILITIES PROJECTS**

CENTERS	FUNDED PROJECTS	WAITING FUNDS	PROPOSED PROJECTS	TYPICAL PROJECTS FOR FUTURE FUNDING
Albany	\$206.4	\$5.0	\$21.7	Exhaust system
Amherst	\$404.4	\$0.0	\$171.7	Brick, Range, OMS ceiling
ECS #1	\$45.2	\$30.0	\$662.0	Enlarge facility
AMSA #5	\$319.6	\$0.0	\$15.0	Exhaust system
ASF #6	\$2.0	\$0.0	\$45.6	Office space, Leak detection
AMSA #7	\$0.8	\$0.0	\$55.0	Loading ramp
AMSA #8	\$352.6	\$595.0	\$451.7	Interior upgrade, Parking, Loading ramp
AMSA #9	\$180.6	\$0.0	\$4.7	Security Corrections, Storm Drains, Signage
Batavia	\$0.0	\$65.0	\$66.7	Seal brick
Binghamton	\$8.5	\$0.0	\$1.7	New Center Signage
Canandaigua	\$10.6	\$170.0	\$87.7	Arms vault, Heat system
Canton	\$322.5	\$65.0	\$47.5	Convert range, Exhaust system
Corning	\$0.0	\$160.0	\$82.7	Repair & Reseal Brick
Cortland	\$0.0	\$0.0	\$1.0	New Center Signage
Elizabethtown	\$58.4	\$65.0	\$81.7	Arms vault, Brick
Gerry	\$165.7	\$0.0	\$66.7	Repair & Reseal Brick, Center Signage
Glens Falls	\$63.7	\$0.0	\$52.7	Replace windows
Horseheads	\$514.8	\$197.8	\$152.7	Heat system, Exhaust system
Horseheads II	\$0.0	\$0.0	\$1.7	New Center Signage
Ithaca	\$158.0	\$100.0	\$351.7	Brick, Heat system,
Liverpool	\$399.0	\$25.0	\$251.7	Alt med facility, Brick
Malone	\$213.1	\$0.0	\$285.2	Structural, Ground water, Heat to supply
Massena	\$15.0	\$65.0	\$116.7	Replace roof
Mattydale	\$465.6	\$10.0	\$50.2	Exhaust system, OMS ceiling
Newark	\$0.0	\$0.0	\$1.7	New Center Signage
Niagara Falls	\$719.3	\$100.0	\$368.2	Paving
Norwich	\$0.0	\$0.0	\$1.7	New Center Signage
Ogdensburg	\$62.6	\$0.0	\$0.0	
Olean	\$18.4	\$65.0	\$77.2	Repair & Seal Brick
Oswego	\$0.0	\$100.0	\$1.7	New Center Signage
Penn Yan	\$79.8	\$65.0	\$248.7	Heating system, Exhaust, Brick, Arms vault
Plattsburgh	\$326.0	\$252.0	\$164.7	Brick, OMS heating, Arms vault
Rochester	\$47.4	\$109.0	\$214.2	Range, DH heat units
Sage	\$50.0	\$0.0	\$246.7	Renovate, Kitchen
Schenectady	\$25.1	\$66.8	\$367.5	Roof, Exhaust system
Tonawanda	\$430.2	\$20.0	\$31.7	Exhaust system, Front entrance
Utica	\$177.2	\$0.0	\$213.2	OMS roof, Exhaust system, Range
Watertown	\$155.1	\$0.0	\$253.5	Parking, Brick
Wayland	\$242.0	\$95.0	\$48.7	Convert range, Replace door and windows
Webster	\$278.7	\$0.0	\$81.7	Repair Brick Veneer, Center Signage
Wellsville	\$0.0	\$0.0	\$1.7	New Center Signage
	\$6,518.3	\$2,425.6	\$5,448.5	

FIGURES SHOWN REFLECT TOTAL VALUE IN \$K

Status as of 14-Sep-93

1061ST



1061st REINFORCEMENT TRAINING UNIT

What can it do for you?

- * OFFERS AN OPTION TO TPU DRILL SCHEDULE
- * IS AN ALTERNATIVE TO DISTANT ASSIGNMENT
- * OFFERS RETIREMENT POINTS
 - 15 membership points
 - 48 drill points per year
- * IS AN OPPORTUNITY FOR SOLDIERS EFFECTED BY DOWNSIZING
- * QUALIFIES YOU FOR LIFE INSURANCE (SGLI) UP TO \$200,000
- * IS AN OPPORTUNITY FOR CONTINUED INVOLVEMENT WITH USAR

What is required?

- * COMPLETION OF DA FORM 4651-R
- * DRILL WEEKLY FOR POINTS ONLY

FOR MORE INFORMATION CONTACT:

Col. Barry F. Quinn

(716) 624-1044
272-3354
427-8376 (fax)

SGM James A. Quick

(716) 467-2167
(315) 947-5063

APPROXIMATE POINT VALUE FOR RETIREMENT BENEFITS

This point value table has been prepared to assist you in determining what your approximate gross monthly retired pay may be at age 60. The exact amount will be computed by the Defense Finance and Accounting Service when you are certified for retired pay. Their computation will be based on the pay scale in effect on your 60th birthday or the day you enter on the retired rolls (which ever is later). The columns are based on your total years service for pay (longevity) and may be more than your total years qualifying service (good years).

HIGHEST GRADE HELD SATISFACTORILY	OVER 20 YEARS APPROX. VALUE OF ONE POINT	OVER 22 YEARS APPROX. VALUE OF ONE POINT	OVER 24 YEARS APPROX. VALUE OF ONE POINT	OVER 26 YEARS APPROX. VALUE OF ONE POINT
MG (O8)	.497	.509	.509	.509
BG (O7)	.449	.449	.449	.449
COL (O6)	.344	.364	.376	.395
LTC (O5)	.311	.322	.322	.322
MAJ (O4)	.269	.269	.269	.269
CPT (O3)	.233	.233	.233	.233
1LT (O2)	.173	.173	.173	.173
2LT (O1)	.136	.136	.136	.136
CPT (O3E)*	.236	.236	.236	.236
1LT (O2E)*	.200	.200	.200	.200
2LT (O1E)*	.169	.169	.169	.169
CW5 (W5)	.249	.258	.266	.277
CW4 (W4)	.224	.231	.238	.249
CW3 (W3)	.197	.204	.204	.211
CW2 (W2)	.176	.184	.184	.184
WO1(W1)	.164	.164	.164	.164
SGM (E9)	.189	.199	.207	.218
MSG (E8)	.166	.176	.183	.195
SFC (E7)	.146	.156	.164	.176
SSG (E6)	.128	.128	.128	.128
SGT (E5)	.109	.109	.109	.109
CPL (E4)	.088	.088	.088	.088

- Take Note - Your Point Value Changes at Over 20, 22, 24 & 26 Years.

* With over four (4) years of active enlisted service.

To compute the approximate amount of retired pay you will receive (before taxes and other deductions), you should multiply the total number of your retirement points by the amount shown above in the Retirement Point Value Table for your pay grade and years of service for longevity pay purposes. For example, if a LTC (O5) has earned a total of 4,000 retirement points and has over 22 years service for pay, his approximate amount of monthly retired pay would be \$1,288.00 (4,000 X .322). If a MSG (E8) has 3,250 points and has over 24 years service for pay, his monthly retired pay would be approximately \$594.75 (3,250 X .183). Eligible members of the reserve components, upon application, can receive retired pay from age 60 for the rest of their lives. They may provide a portion of that benefit for their survivors by electing coverage under the Survivor Benefit Plan (SBP).

Joining an R. T. U. can make a difference in your Retirement Check.



DEPARTMENT OF THE ARMY
1061ST REINFORCEMENT TRAINING UNIT (RTU)
2035 NORTH GOODMAN STREET
ROCHESTER, NEW YORK 14609-1098

REPLY TO
ATTENTION OF: RICHARD V. LENT
COL., AR, USAR
COMMANDER

**GUIDANCE FOR COMPLETION OF DA FORM 4651 Request for Reserve Component
Assignment or Attachment**

1. COMMANDER
ARPERCEN
ATTN: ***
9700 Page Blvd.
St. Louis, Mo. 63132-5200

*** As per your units current ARPERCEN Staff Directory
COL. DARP-C
Officers Combat Arms - DARP-OPC
Officers Combat Support - DARP-OPD
Officers Combat Service Support - DARP-OPF
Officers Special Medical - DARP-OPS

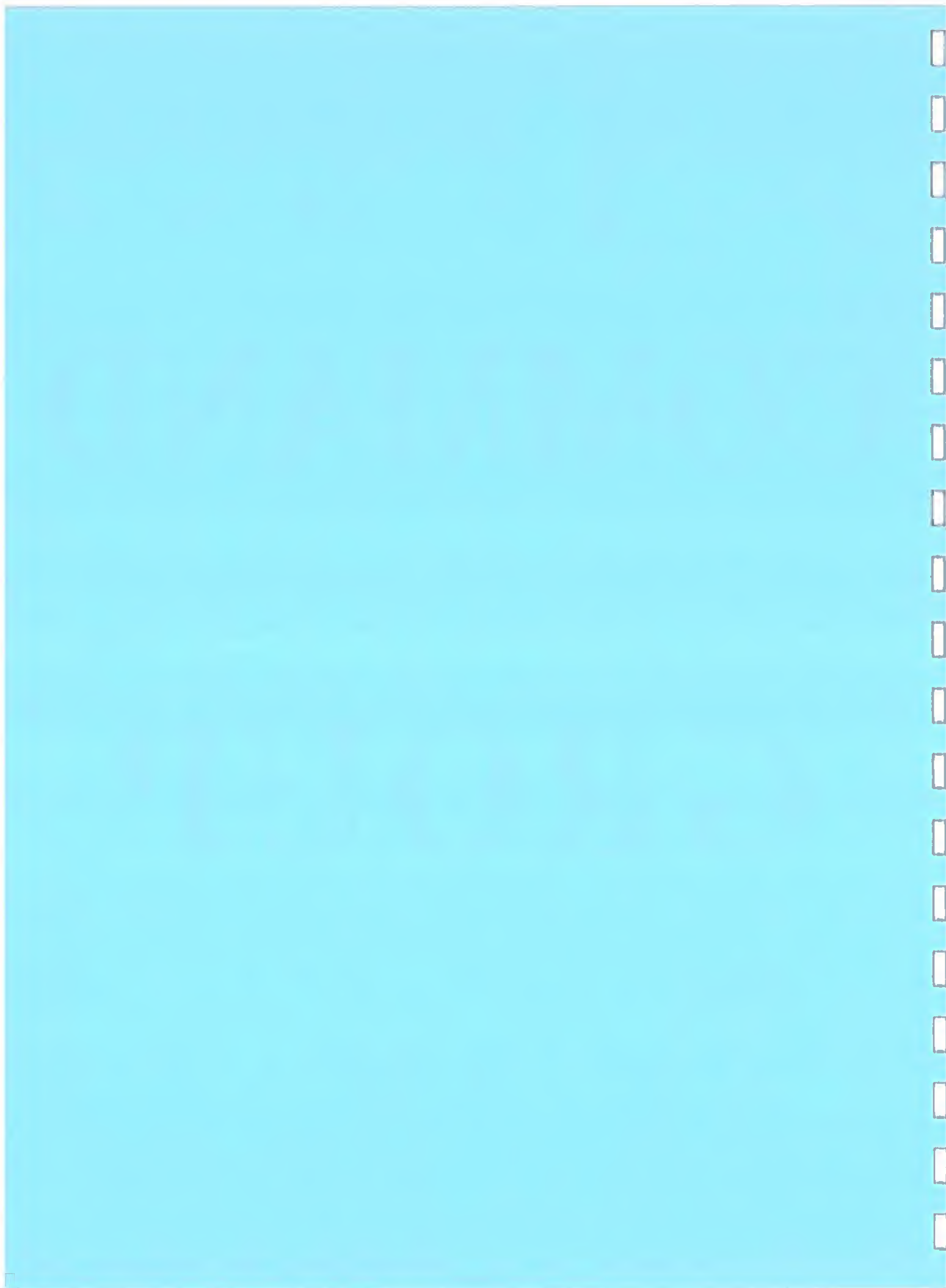
SGM DARP-EP-SM
Enlisted Combat Arms - DARP - EPA
Enlisted Combat Support - DARP-EPB
Enlisted Combat Service Support - DARP-EPC

Complete Blocks - Date; 1; 2; 3 a, b, c, d, e, f (off), g, h, i, j, k, l, m,
3n and Date; 4b, d, e; 5 j and Date; 6 & 7a.

It may help to follow sample on back of this page.

REQUEST FOR RESERVE COMPONENT ASSIGNMENT OR ATTACHMENT <small>For use of this form, see AR 140-10; the proponent agency is RCPAC.</small>					DATE <div style="border-bottom: 1px solid black; width: 100px; margin: 0 auto;"></div>	
1. TO: COMMANDER ARPERCEN ATTN: DARP - 9700 PAGE BOULEVARD ST. LOUIS, MO. 63132-5200				2. FROM: COMMANDER 1061st RTU (Training) 2035 No. GOODMAN STREET ROCHESTER, N.Y. 14609-1098		
PRIVACY ACT STATEMENT <small>Authority for collecting personal information and social security number is 10 U.S.C. 9012. Disclosure by member is mandatory. Principal purpose is to transfer Reservist between units. Routine uses: To document transfer and attachment actions. The SSN is used for maintenance of records and compiling statistics.</small>						
3. NAME AND CURRENT ADDRESS <div style="border: 1px solid black; height: 40px; width: 100%;"></div>					a. SSN <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
					b. HOME TELEPHONE NUMBER (Area Code) <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
					c. OFFICE TELEPHONE NUMBER (Area Code) <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
d. GRADE <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	e. DOR <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	f. BRANCH <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	g. SSI/PMOS <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	h. PEBD <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		
i. RYE <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	j. ETS <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	k. SEX <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	l. HEIGHT & WEIGHT <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		m. DOB <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
n. TYPED NAME, GRADE AND SIGNATURE OF RESERVIST <div style="border: 1px solid black; height: 40px; width: 100%;"></div>					DATE <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	
4. ACTION <div style="display: flex; justify-content: space-between;"> <input type="checkbox"/> a. VOL ASGMT <input checked="" type="checkbox"/> b. ATTACHMENT <input type="checkbox"/> c. RELIEVED FROM ATTACHMENT </div>						
d. EFFECTIVE DATE <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		e. AUTHORITY AND REASON FOR TRANSFER AR 140-10 para 1-8 (5)				
5. REQUEST ASSIGNMENT/ATTACHMENT/TRANSFER TO: 1061st RTU (Training) 2035 No. Goodman Street Rochester, N.Y. 14609-1098				UIC R78AAA		
				a. AUTOVON NUMBER <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		
				b. INPUT STATION NUMBER <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		
				c. UNIT PAYROLL NUMBER <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		
d. TOE/TD <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	e. PARA <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	f. LINE <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	g. POSITION TITLE <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		h. DUTY MOS <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	i. GRADE AUTHORIZED <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
j. TYPED NAME, GRADE, TITLE AND SIGNATURE OF GAINING UNIT CDR <div style="border: 1px solid black; height: 40px; width: 100%;"></div>					DATE <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	
6. UNIT RELIEVED FROM ASSIGNMENT/ATTACHMENT USAR CONTROL GROUP (REINF) ARPERCEN 9700 PAGE BOULEVARD ST. LOUIS, MO. 63132-5200				UIC		
				a. AUTOVON NUMBER <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		
				b. INPUT STATION NUMBER <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		
				c. UNIT PAYROLL NUMBER <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		
d. TYPED NAME, GRADE, SIGNATURE OF LOSING UNIT COMMANDER <div style="border: 1px solid black; height: 40px; width: 100%;"></div>					DATE <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	
7. INCLOSURES <div style="display: flex; justify-content: space-between;"> <input type="checkbox"/> a. ORDER <input type="checkbox"/> c. DD FORM 214 <input type="checkbox"/> e. OTHER </div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <input type="checkbox"/> b. DD FORM 4 <input type="checkbox"/> d. MPRJ </div>						
8. REMARKS <div style="border: 1px solid black; height: 40px; width: 100%;"></div>						

COMMAND GROUP



6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: SALUTING

1. The hand salute is an ancient custom and universal privilege of fighting men; a privilege denied to prisoners. Since antiquity, men of arms have rendered some form of salute as an exchange of greeting.
2. The origin of saluting is lost in antiquity, although evidence of its use goes back to the Age of Chivalry. During that period, mounted knights wore steel armor which completely covered their bodies. When two friendly knights met it was the custom for each to raise his visor and expose his face to the other. This action, always done with the right hand, revealed the other's features and removed the right hand - the sword hand - from the vicinity of the weapon.
3. Later during the Middle Ages, men of means often were clothed in capes under which swords were carried. Upon the approach of a friend, the cloak was thrown back by raising the right hand, thus revealing that the right hand was not on the sword hilt.
4. These gestures came to be recognized as a proper greeting among soldiers and continued as such even after swords and armor became things of the past. The military salute of today has remained as a unique exchange of greetings between military personnel. It should be rendered with pride.
5. POC this office is Secretary for the General Staff, 716-338-7400, ext 205.

AFRC-TNY-CS

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: THE SENIOR'S PLACE OF HONOR

1. The custom of a senior officer always walking on the right evolved from ancient times. Because most men were right handed, the heaviest fighting with swords occurred on the right side. The left side, bearing the shield, became the defensive side.
2. Men and units who carried the battle to the enemy and who were proud of their fighting ability, considered the right of the battle line to be the place of honor. Therefore, the senior officer is always accorded this place of honor whether walking or riding.
3. POC this office is Secretary for the General Staff, 716-338-7400, ext 205.

AFRC-TNY-CS

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: COURTESY TO THE FLAG AND ANTHEM

1. All individuals, military dependents, or civilians, must render the appropriate courtesies when within hearing distance of the national anthem or its counterpart in field music, "To the Color", or when the flag is raised at reveille or lowered at retreat.
2. Military personnel who seek shelter to avoid rendering the proper courtesies commit a most serious breach of military courtesy. Soldiers and their families should become thoroughly familiar with these courtesies in order to render them properly at any military ceremony.
3. POC this office is Secretary for the General Staff, 716-338-7400, ext 205.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: INTRODUCTIONS

1. Introductions are basically simple if a few guidelines are followed. When introducing officers, present the junior to the senior, regardless of sex, mentioning the name of the senior first followed by the name of the junior. For example, "Colonel Smith, may I present Captain Jones?"
2. When a man is introduced to a civilian woman, shake hands with her only if she offers her hand. A handshake is mandatory for two men being introduced. A female officer should not hesitate to extend her hand when being introduced to male or female peers and subordinates. A woman officer being introduced to a senior officer, male or female, should wait until he or she extends their hand first.
3. There are a few "don'ts" that should be followed when making introductions:
 - a. Never rush an introduction
 - b. Never take a lady to a gentleman to be presented; bring the gentleman to the lady.
 - c. Do not present seniors to juniors; juniors are always introduced to seniors.
4. If you should happen to forget one of the names of the individuals being introduced, simply apologize and ask for the name again.
5. When being introduced outdoors, the man removes his glove before shaking hands provided it does not delay the greeting awkwardly. In such case an "Excuse my glove" is appropriate.
6. An officer should rise when being presented to a senior officer in all cases.
7. POC this office is Secretary for the General Staff, 716-338-7400, ext 205.

6 November 1993

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: WHEN AND WHERE TO SALUTE

1. Following are general guidelines indicating when and where to salute.

a. Upon meeting a senior officer outdoors when both are in uniform. Render the salute when you are not more than 30 paces and not less than 6 paces away. If you are running, slow down to a walk before saluting.

b. Before and after speaking to a senior officer outdoors.

c. When reporting to an officer indoors.

d. Upon recognizing general officers in official vehicles.

e. When passing uncased colors outdoors.

f. When the national colors pass.

g. Outdoors (both in uniform and civilian clothes) upon hearing "To the Color", the National Anthem, or Revielle; stand at attention, face the flag or source of music and salute.

h. Indoors, upon hearing the National Anthem, stand at attention and salute.

i. During ruffles and flourishes.

j. All salutes rendered by enlisted personnel should be returned.

k. Salutes are exchanged between personnel of other military services.

2. When not to salute:

a. When actively engaged in athletics or work detail.

b. When driving in a moving vehicle, except to return salute of the MPs at an entrance. Safety considerations should prevail.

c. Never salute with a cigarette, cigar or pipe in your mouth.

d. In public areas such as churches, bus and train stations, airports or when under a covering.

3. POC this office is Secretary for the General Staff, 716-338-7400, ext 205.

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: FLAGS

1. Flag Placement: The cardinal rule is the highest precedence flag takes the position of honor to the right of all other flags. This position is to the flag's right -- not as you are looking at the flags from the front. The U.S. flag always go to the right of all other flag, except when placed in the center. The positioning of the flag display is arbitrary and based on the best location for the event. This might be directly behind the speaker(s), or the right or left. But the sequencing of the flags within the display always remains the same. Flag precedence:

The U.S. Flag

- The flag of the President of the United States
- State flags by date of admission or alphabetically
- Service flags by service seniority (Army first)
- Organizational flags by echelon of command
- Positional flags of position precedence
- General officer flags by rank
- Other flags

2. When to use flags: This is something that should be answered on the local level depending on flag availability and your ability to support ceremonies and functions. It is traditional that flags are displayed at military ceremonies, whether indoor or outdoor.

3. Some rules about using flags: Ensure that the staffs are the same length as prescribed in AR 840-10; if you use tassels on one flag use them on all flags for which they are authorized; make sure the flag is draped from left to your right as you look at the flag (hold the flag up flying to the left and drape it from left to right so that stripes, stars, etc. point to the right); general officer flags are displayed with star points up; keep the finials (arrowheads) on top of the staffs all pointing the same direction -- flat side out; do not let the ends of the flags touch the ground or floor (tape them up and under); always use the same size flags, except for the smaller general officer flags; if available, flag spreaders should be used when displaying flags.

4. POC this office is Secretary for the General Staff, 716-338-7400, ext 205.

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR 1993

SUBJECT: CEREMONIES

1. Key to successful ceremonies is developing a routine that can be applied to all ceremonies with little modification for type. Certain rules are common to all ceremonies: plan early and ensure all coordination is accomplished well in advance. Know your commanders style for the various types of ceremonies: promotions, awards, retirements and changes of command. Anticipate questions and be proactive in planning. Set up the ceremony site early; at least an hour before start time. If possible, flags, award boards, insignia, medals, etc, all should be at the ceremony site and ready to go. Make sure the reader knows he or she is reading and has a copy of the text to be read.
2. Promotions Ceremonies: For all promotions, ensure that you have the rank insignia and promotion certificate on hand. If other items will be presented, also have those in your possession. Establish the ceremony sequence of events and make sure all involved know it. Immediately prior to the ceremony, brief the person being promoted (and family members if they are participating), on the ceremony to include where they stand. Remove insignia clips from the uniform so that changing rank will be quick and clean. Know which way the insignia are correctly placed on the uniform. When shoulder boards are used, there's less confusion and room for error. Return the old insignia to the individual after the ceremony. When promotion ceremonies involve more than one person, promotions should occur in descending rank order (i.e. the most senior person promoted first).
3. Frocking Ceremonies: Frocking ceremonies should be conducted like promotion ceremonies with no differences except in the content of the order.
4. Awards: Award ceremonies should be planned much like promotion ceremonies. The most important thing to remember is the medal and certificate. Medals are pinned on using three common method: an "alligator clip" through which the pin on the medal is inserted and the clip squeezed open to pin the medal on the bottom edge of the pocket flap or lapel for women, a hook pin that works like the "alligator" clip, but which is hooked into the fabric of the coat; or a small brass clip which snags into the coat fabric. Of course, the pin on the back of the medal can also be used but this can be difficult to handle easily. On men, the medal is normally affixed to the left pocket flap. This can also be done for women on uniforms with pockets. For those without pockets, the medal can be clipped or pinned on the left lapel. At ceremonies in which multiple awards are presented, the order of presentation is based on the precedence of the award, not the individuals. When more than one person is receiving the same award, the senior recipient if first.

AFRC-TNY-CS

SUBJECT: CEREMONIES CONTINUED

5. Uniforms: There is no "right" uniform for ceremonies. The individual should wear the same uniform as the host and attendees and vice versa.

6. Retirement Ceremonies: Retirements can be done in an office environment, troop formation, or in a review parade. The simplest, however, is the office ceremony which is conducted similar to a promotion or award ceremony. The sequence of events for such a ceremony will include an optional office call, remarks by the host, presentation of a retirement award if applicable, reading of the retirement order, presentation of the spouse certificate if appropriate, remarks by the retiree, an informal receiving line, and an optional reception. Also, optional is a presentation of flowers to the spouse. This will normally follow the retiree's remarks.

7. Changes of Command/Activations/Deactivations: These three types of ceremonies are all conducted in much the same manner. On the reviewing stand will be the reviewing officer, outgoing commander and incoming commander for changes of command; the reviewing officer and incoming commander for activations; and the reviewing officer and the outgoing commander for deactivations. At the beginning of the change of command ceremony, the outgoing commander takes the role of host with the incoming commander as a guest. Once the change of command has occurred, the incoming commander becomes the host and the outgoing commander becomes an honored guest along with the reviewing official. For an activation, the reviewing official is also the host until the activation has occurred at which time the incoming commander becomes the host. For deactivations, the outgoing commander is the host until the deactivation occurs. Then the reviewing official becomes the host with the outgoing commander the honored guest. Seating: For changes of command, the outgoing commander's spouse is seated first, followed by the spouse of the reviewing official, followed by the spouse of the incoming commander. This is because the outgoing commander is the host; the reviewing official is the honored guest; and the incoming commander's spouse a guest.

8. Other Ceremonies: Building dedications, ceremonies commemorating special days (eg Memorial Day, Veterans Day, the Army Birthday, etc.). Such ceremonies will normally include opening remarks by the host, reading of a proclamation or presentation of an award, other remarks by distinguished guests, and an optional reception. Frequently, some type of music will precede and/or follow the ceremony. The most important aspect of such ceremonies is early planning and active coordination will all involved parties to ensure the ceremony flows well.

9. Flags: Flags should always be used in ceremonies. If the ceremony is in an office, often the office will already contain most if not all flags required. When flags must be set up, the best policy is to use the least necessary to represent the host and, if desired, the honoree. Gather flags early. Set up the flags using the tallest

AFRC-TNY-CS

SUBJECT: CEREMONIES CONTINUED

staffs that will fit the room. Make sure the bottoms of the flags don't touch the floor or ground (use tape to hold them up). Set the flags in the stands firmly; make sure they are the same height. Make sure all flags "fly" the same direction (left to right as you look at them from the front).

10. Photo and Public Affairs Coverage: Photo coverage of all ceremonies should be provided. This usually is limited to still photos of the ceremony to provide a record event as well as to provide the honoree a photo of the ceremony. Don't go overboard. Still photos are sufficient for almost all ceremonies. The honoree should receive no more than 1 or 2 copies of the photos. Video coverage of a ceremony should only be accomplished for unique or significant ceremonies.

11. Your Commanders Style: Be aware of the style he or she prefers for ceremonies type of clip he she likes, and other aspects of ceremonies that are influenced by the personality of the host.

12. Receptions/Refreshments: Receptions or refreshments following ceremonies are common. Find out from the host and/or honoree early on in the planning process if a reception is desired. Select a location that is at or near the ceremony site if possible to avoid having to move guests from one point to another. This also assure that the reception will begin on time and end on time without any unwarranted delays.

13. Invitations: Depending on the rank of the host and/or honoree, formality, and lead time, written invitations may or may not issued. If written invitations are desired, make sure that there will be at least two weeks between receipt of the invitations and the event date. Three weeks is preferred for sufficient mailing and response time. If time does not permit, telephonic invitations are perfectly acceptable.

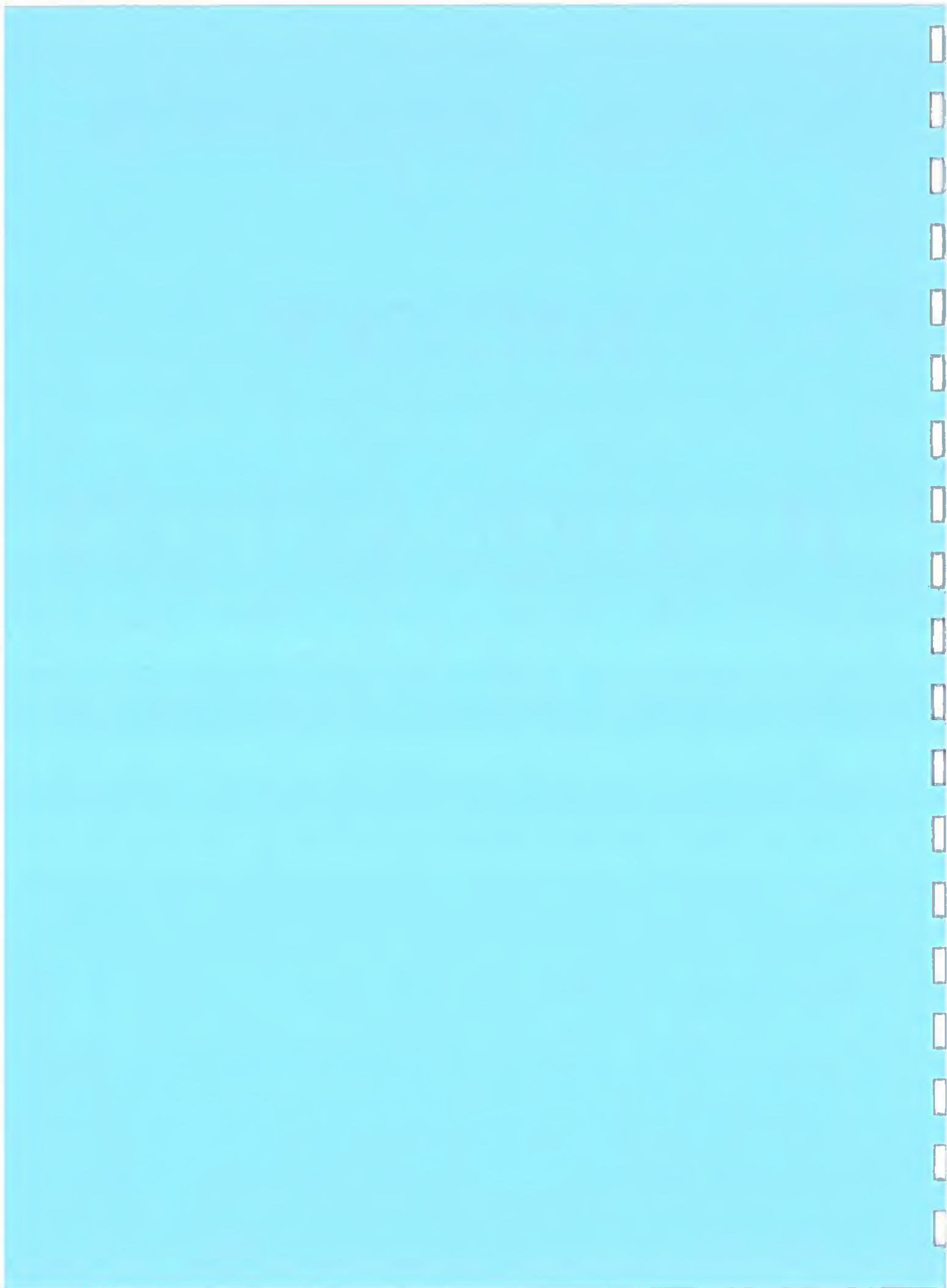
14. Reader and "Handoff" Persons: For promotions and awards, both a reader and a person to handoff or pass the medal or insignia should be used. One person should not try to do both. The reader should be placed off to the side and well away from the focal point of the ceremony. The person handing off should be placed next to the host. Once the hand off has been done, however, this person should move away from the focal point of the ceremony.

15. Post Ceremony Receiving Lines: Following many ceremonies, guests will file past the host and/or guests of honor to offer congratulations. To make this work well, identify and move the senior attendees to the front of the line. They should go through first. This doesn't mean to rank order all attendees; only to get the most senior up front. Second, ensure the line of attendees moves in such a way to allow the guests to exit without having to cross through other guests.

16. POC is Secretary for the General Staff 716-338-7400 ext 205.



HIGHER HEADQUARTERS



FORCES COMMAND, 1993 AND BEYOND

FORSCOM VISION

**FREEDOM'S GUARDIAN...SECURING AMERICA'S FUTURE...THE WORLD'S
BEST GROUND COMBAT FORCES...HEART OF THE POWER PROJECTION
ARMY...TRAINED AND READY FOR VICTORY.**

FORSCOM MISSION STATEMENT

**FORSCOM is a major Army command and acts as the Army component
of U.S. Atlantic Command. We:**

- Train, mobilize, and deploy combat-ready forces to meet
operational commitments.**
- Care for people.**
- Effectively manage available resources.**
- Develop quality installations.**

FORSCOM GOALS

- o Prepare C² HQs and combat-ready forces in support of
USACOM plans and requirements.**
- o Maximize the combat readiness of AC/RC forces to meet
operational commitments.**
- o Provide a climate that attracts, develops and retains
quality people.**
- o Achieve enduring installations of excellence using
"Installations: A Strategy for the 21st Century" as
a guide.**
- o Optimize readiness and quality of life through effective
stewardship of resources.**
- o Manage change creatively to control our destiny and
improve our Army.**

AFKA-TR-UT (350)

MEMORANDUM FOR SENIOR LEADERS CONFERENCE

SUBJECT: Revision of CAPSTONE Program

1. PURPOSE. To provide information concerning First U.S. Army CAPSTONE alignments.

2. FACTS.

a. The CAPSTONE program has been restructured to more closely facilitate readiness and to support the increasingly important Reserve Component (RC) role in the current national military strategy. Focus will shift from specific OPLAN downtraces to contingency operations under CONUS Corps. Unit alignments are based on geography. The new program takes advantage of the pooling concept to support rapid force generation and strategic agility.

b. First U.S. Army CAPSTONE alignments for RC divisions and brigades and Contingency Force Pool (CFP) 1 units (force packages 1 through 4) have been developed and are effective 1 October 1993. The level of support that Active Component (AC) sponsors provide depends upon the RC unit's priority for force generation, coupled with the unit's training needs. Late deploying units with complex/critical perishable skills may require levels of support comparable to early deploying units. Conversely, early deploying units with members skilled in civilian-equivalent tasks may require minimal training assistance. Corps/AC headquarters coordinate with RC headquarters to provide training support in light of each RC unit's unique requirements.

c. AR 11-30 (Draft), CAPSTONE and Supporting Programs, was reviewed by this headquarters. Forces Command Regulation 350-4 (Draft) is projected to be sent to commands for review within the next two weeks.

ACTION OFFICER: MAJ FOREHAND

TELEPHONE: 7309

STAFF CHIEF: COL CRONIN-1010

1AA FORM E2

AUTOMATED INFORMATION MEMORANDUM

AUG 91

SUBJECT: First U.S. Army Augmentation Program (IMAs and Drilling IMAs (DIMA))

PURPOSE: To inform reservists of the First U.S. Army Augmentation Program (IMA and DIMA).

FACTS: 1. First U.S. Army is authorized 101 IMAs to augment the headquarters in the event of an emergency. We are pending approval for up to 57 of these to be DIMAs.

2. DIMAs are authorized four hour drill periods in addition to the normal two week annual training for IMAs. One Saturday a month will be the scheduled drill period (two four hour drills) for all DIMAs but a more flexible schedule can be arranged.

3. The current IMA vacancies are enclosed.

4. Point of Contact for First U.S. Army IMA assignments is: Mr Dacus, AFKA-SPT-PR-PL, DSN:923-6061/4819, COMM:(301)677-6061/4819.

1 ENCL AS

FIRST U.S. ARMY
IMA VACANCIES
22 OCT 93

SOURCE DOCUMENT: MOB TDA 15 SEPT 93

SECTION	PARA	LINE	DESCRIPTION	GR	MOS	IMA	DIMA *
CMD GP	001	07	GN STF AD TECH	WO	420A0	1	YES
OPS	002	03	MARDEZLANT LND	O6	54A00	1	YES
.	002B	14	WMMCCS OPERATORS	E5	71L20	4	YES
.	002C	02	READINESS STF OF	O4	54A00	1	NO
.	002F	02	PLANS OFFICER	O4	11A00	1	NO
.	.	07	PLANS OFFICER	O4	54A00	1	NO
PER	004A	03	PERS STF OFFICER	O5	41A00	1	YES
.	.	07	MCL MGT OFFICER	O4	41A00	1	YES
.	.	08	PERS OFF	O3	41A00	2	NO
.	.	12	PERS NCO	E7	75Z40	1	YES
.	.	13	FAM SPT COORD	E7	75Z40	1	NO
.	.	14	PERS MGT NCO	E6	75C30	1	YES
.	.	14	PERS MGT NCO	E6	75C30	1	NO
LOG	005B	03	MOVEMNT OFF	O4	88A00	1	YES
.	.	13	TRANS SUPV	E8	88Z50	1	YES
.	.	14	ADMIN SUPV	E7	71L40	1	YES
.	.	16	MVMTS NCO	E7	88N40	1	YES
.	.	17	MVMTS NCO	E7	88N40	1	YES
.	005F	08	SR MAINT SUPV	E7	63B40	1	YES
.	005G	03	SUP STF OFF	O4	92B00	2	YES
.	005H	01	FOOD SVC TECH	WO	922A0	1	YES
IM	007A	03	SIG OFF	O4	25C00	1	YES
.	.	06	PUB OFF	O3	41A00	1	YES
.	.	10	POSTAL NCO	E6	71L30	1	YES
.	.	11	POSTAL NCO	E6	71L30	1	YES
IG	008A	03	INVEST ASST	E7	71L40	1	YES
.	.	04	INVEST ASST	E7	71L40	1	YES
.	.	05	INVEST ASST	E7	71L40	1	YES
PAO	009E	02	PUB AFF OFF	O4	46A00	1	YES
CHAP	011	07	CHAP ASST	E5	71M20	1	YES
OPS INT	014A	01	INTEL DIV CH	O5	35D00	1	NO
.	014C	02	INTEL STF OFF	O3	35A00	1	NO
.	014D	01	COLL MGT OFF	O4	35C00	1	NO
.	014F	02	HUMAN INTEL OFF	O3	35E00	1	NO
OPS PM	015	03	PLANS OFF	O4	31A00	1	YES
SUB TOTAL						40	29

* APPROVAL PENDING

Professional Military Education (PME) SCOPE

1. RC-CAS³ will be offered in two options to 18 staff groups each year for two years.

(1) Option 1 will comprise 9 staff groups each year for the next two years, and would be offered to RC Captains who have completed Phase I (Correspondence) CAS³. Phase II consists of 8 IDT sessions and a 15 day ADT/AT period.

(2) Option 2 is an intensified, compressed, and accelerated curriculum affording RC Captains the opportunity to complete the entire CAS³ course in less than one year. Phase I comprises the IDT session; Phase II is a 31 day consecutive ADT/AT session.

2. RC-CGSOC is being offered in three options.

(1) Option A is the normal two year curriculum comprising IDT and ADT/AT phases each year for two years.

(2) Option B is an accelerated one year program commencing with a 15 day ADT/AT period (June 94); IDT assemblies (Aug 94 thru May 95) and a 15 day AT/ADT session.

(3) Option C is a one year correspondence mode where students work on their own time and pace to complete the course.

3. Quota Allocations:

(1) RC-CAS³ - Active Component 44 quotas; USAR 258 and ARNG 130.

(2) RC-CGSOC - Active Component 54 quotas; USAR 324 and ARNG 162.

INFORMATION PAPER

DAAR-OP-IT
5 October 1993

SUBJECT: Professional Military Education (PME) Test Program for Combined Arms and Services Staff School (RC-CAS³) and Non-Resident Command and General Staff Officer Course (CGSOC)

1. PURPOSE. To provide information about the proposed two year PME test program in First Army area for Troop Program Unit (TPU) officers.

2. FACTS.

a. Congress directed the Army to test the program under the provisions of Section 922, Public Law 102-484 (National Defense Authorization Act for FY 93).

b. The scope of the test is to evaluate if making attendance at RC-CAS³ and Non-Resident CGSOC the primary duty for reserve component troop program unit officers will improve officer professional competency and quality.

c. DA, ODCSOPS has overall responsibility for the test and the Office, Chief of Army Reserve has been designated as the test manager for the program.

d. The test will be open to 540 officers for the Non-Resident Command and General Staff Officer Course (CGSOC) and 216 officers each year for the Combined Arms and Services Staff school (CAS³).

e. The officers and alternates will be selected by the TAGS, MUSARC Commanders and PERSCOM. Specific guidance and quotas will be published by NGB and the USARC.

f. NGB/USAR officers will remain assigned to current organization and attached to a USARF school for training. Active Army officers will remain assigned to current organization and affiliate with a USARF school for training.

g. Officers selected for the PME Test Program will be paid as they would a Unit Training Assembly (UTA) and will be exempt from attending unit drills until completion of the test program.

h. United States Army Reserve Forces Schools recommended by First Army to initiate PME Test (CAS³) in April 94 are:

- | | |
|----------------------------|-------------------------------|
| (1) 1155th (Edison, NJ) | (6) 5030th (Indianapolis, IN) |
| (2) 1159th (Webster, NY) | (7) 5034th (Ft Sheridan, IL) |
| (3) 1163d (Bronx, NY) | (8) 5042d (Eagan, MN) |
| (4) 2072d Philadelphia, PA | (9) 5045th (Madison, WI) |
| (5) 2079th (Richmond, VA) | |

LTC Paxton/DSN: 226-6203



**PROFESSIONAL
MILITARY EDUCATION
TEST PROGRAM
INFORMATION BRIEFING**

16 OCTOBER 1993

**OFFICE OF THE TEST MANAGER
LTC PAXTON, DAAR-OP-IT**

PROFESSIONAL MILITARY EDUCATION TEST

PURPOSE

**TO PROVIDE INFORMATION ON CONGRESSIONALLY
DIRECTED PROFESSIONAL MILITARY EDUCATION
TEST**

PROFESSIONAL MILITARY EDUCATION TEST

SCOPE

**TEST TO EVALUATE IF MAKING ATTENDANCE AT
RC-CAS3 AND NONRESIDENT CGSOC THE PRIMARY
DUTY FOR RESERVE COMPONENT TROOP PROGRAM
UNIT OFFICERS WILL IMPROVE OFFICER
PROFESSIONAL COMPETENCY AND QUALITY**

PROFESSIONAL MILITARY EDUCATION TEST

TEST OBJECTIVES

- DETERMINE IF PME CAN BE ENHANCED BY MAKING PME PRIMARY DUTY
- DETERMINE DIFFERENCE IN EDUCATION LEVEL OF STUDENTS IN USARF CGSOC VS. CGSOC CORRESPONDING STUDIES
- DETERMINE OPTIMAL MECHANISM FOR ACCOMPLISHING PME
- DETERMINE COST EFFECTIVENESS OF AC ATTENDING RC-CAS3 & NONRESIDENT CGSOC
- DETERMINE IF SCHOOL SELECTION/GRADUATE PLACEMENT PROCESS INCREASES PERCENTAGE OF PME-QUALIFIED OFFICERS IN CRITICAL POSITIONS
- DETERMINE IF SCHOOL SELECTION/GRADUATE PLACEMENT PROCESS UPGRADES QUALITY OF PERSONNEL IN KEY POSITIONS
- DETERMINE WHAT IMPACT MAKING PME PRIMARY DUTY HAS ON UNIT/RC READINESS

PROFESSIONAL MILITARY EDUCATION TEST

ODCSOPS, DA 13 AUG 93 TASKING MESSAGE

"HIGHLIGHTS"

- **ODCSOPS**
 - **OVERALL RESPONSIBILITY FOR TEST**
- **NGB AND ODCSPER (PERSCOM)**
 - **DEVELOP REQUIRED PERSONNEL PROCEDURES**
 - **SELECT TEST PARTICIPANTS**
 - **MANAGE TEST PARTICIPANTS**
- **TRADOC/CGSC**
 - **PROVIDE ADMINISTRATIVE AND TRAINING TEST SUPPORT**
- **OCAR**
 - **PROVIDE TEST MANAGEMENT IN SUPPORT OF ODCSOPS**
 - **PROVIDE USARF SCHOOLS FOR TEST**
 - **DEVELOP REQUIRED PERSONNEL PROCEDURES**
 - **SELECT TEST PARTICIPANTS**
 - **MANAGE TEST PARTICIPANTS**

PROFESSIONAL MILITARY EDUCATION TEST

CAS3 TEST GROUPS

OPTION 1 (STANDARD COURSE)

3 OCT 94 - 17 AUG 95

PHASE I - SELF STUDY

IDT PHASE IIA - 8 MONTHS

ADT PHASE IIB - 2 MONTH WINDOW

OPTION 1A (STANDARD COURSE)

1 NOV 95 - 16 SEP 96

OFFICE OF THE TEST MANAGER

PROFESSIONAL MILITARY EDUCATION TEST

CAS3 TEST GROUPS CONTINUED

OPTION 2 (ACCELERATED COURSE)

1 APR 94 - 6 OCT 94

IDT PHASE I - 4 MONTHS (PROCTORED)

ADT PHASES IIA&B - 2 MONTH WINDOW

OPTION 2 (ACCELERATED COURSE)

1 FEB 95 - 8 AUG 95

PROFESSIONAL MILITARY EDUCATION TEST

TEST POPULATION

CAS3

OPTION 1 &1A - 65 ARNG, 129 USAR, 22 AC = 216

*(10 MONTHS)

OPTION 2 &2A - 65 ARNG, 129 USAR, 22 AC = 216

*(6 MONTHS)

TOTAL

432

*TRAINING TIME REQUIRED FOR OPTION

PROFESSIONAL MILITARY EDUCATION TEST

CGSOC TEST GROUPS

OPTION A (STANDARD COURSE)

3 OCT 94 - 5 SEP 96

IDT PHASE I - 8 MONTHS

ADT PHASE II - 4 MONTH WINDOW

IDT PHASE III - 8 MONTHS

ADT PHASE IV - 2 MONTH WINDOW

OPTION B (ACCELERATED COURSE)

1 JUL 94 - 21 AUG 95

ADT PHASE I - 2 MONTH WINDOW

IDT PHASES II & III - 9 MONTHS

ADT PHASE IV - 2 MONTH WINDOW

OPTION C (CORRESPONDING STUDIES COURSE)

1 JUN 94 - 19 JUNE 95

IDT PHASES I - IV - 12 MONTHS

PROFESSIONAL MILITARY EDUCATION TEST TEST POPULATION

CGSOC

OPTION A - 54 ARNG, 108 USAR, 18 AC = 180
*(22 MONTHS)

OPTION B - 54 ARNG, 108 USAR, 18 AC = 180
*(13 MONTHS)

OPTION C - 54 ARNG, 108 USAR, 18 AC = 180
*(12 MONTHS)

TOTAL 540

* TRAINING TIME REQUIRED FOR OPTION

PROFESSIONAL MILITARY EDUCATION TEST

PERSONNEL MANAGEMENT REQUIREMENTS

- **SELECT OFFICERS TO PARTICIPATE IN TEST**
- **ATTACH, AS APPROPRIATE, SELECTED OFFICERS TO SCHOOLS**
- **VALIDATE ANY CRITICAL VACANCIES REQUIRING BACK FILL**
- **MAINTAIN STATUS OF STUDENTS IN TEST**
- **EVALUATE UTILIZATION OF TEST GRADUATES IN PRIORITY POSITIONS**

PROFESSIONAL MILITARY EDUCATION TEST

SELECTION CRITERIA FOR RC OFFICERS

- TAG/MUSARC COMMANDER SELECTED
- "BEST QUALIFIED"
- ORDER OF MERIT FOR ALTERNATES
- OPPORTUNITY TO DECLINE, WITHOUT PENALTY, ONCE SELECTED

PROFESSIONAL MILITARY EDUCATION TEST

RESOURCE PROJECTIONS

(NGPA/RPA AND OMAR IN \$000)

FISCAL YEAR	NGPA *	RPA *	OMAR
FY-93			62
FY-94	390	829	388
FY-95	885	1823	438
FY-96	261	552	415
FY-97			53
TOTAL	1536	3204	1356

* CROSS LEVEL/ OVER STRENGTH AUGMENTATION

OFFICE OF THE TEST MANAGER

PROFESSIONAL MILITARY EDUCATION TEST

SUMMARY

- **TEST WILL PROVIDE OPPORTUNITY FOR THE ARMY TO :**
 - **DETERMINE WHETHER PROVIDING TIME FOR RC OFFICERS TO TRAIN IMPROVES OFFICER PROFESSIONAL COMPETENCY AND QUALITY**
 - **DETERMINE VALUE ADDED OF USARF SCHOOL CGSOC OPTION**
 - **DETERMINE POTENTIAL COST SAVINGS FOR AC OFFICER ATTENDANCE AT USARF SCHOOL CAS3 AND CGSOC**
 - **IDENTIFY OUTSTANDING OFFICERS THROUGH THE SELECTION PROCESS**
 - **IDENTIFY OPTIONS TO ACCELERATE RC OFFICER EDUCATION**
 - **EVALUATE IMPACT OF PME TEST OPTIONS ON READINESS**

PROFESSIONAL MILITARY EDUCATION TEST

USAR SELECTION PROCEDURE

FIRST SELECTION PERIOD

CAS3 OPTION 2 (65 USAR)*

- **NOTIFY POTENTIAL CANDIDATES - NLT 15 OCT 93**

• **TASK MUSARC CDRS TO SELECT PARTICIPANTS - NLT 15 OCT 93**

• **MUSARC RECOMMENDED LISTS TO ARPERCEN - NLT 30 NOV 93**

- **ARPERCEN SCREEN (DEROG INFO AND PROMOTION RISK) - NLT 15 DEC 93**

- **CG, USARC REVIEW ARPERCEN SCREENED LISTS, RETURN TO MUSARC CDRS - NLT 10 JAN 94**

- **MUSARC CDRS APPROVE FINAL LIST, NOTIFY SELECTED OFFICERS - NLT 9 FEB 94**

***(32 ARNG, 65 USAR, 11 AC)**

PROFESSIONAL MILITARY EDUCATION TEST

METHODS OF ASSIGNMENT

- **ARNG OFFICERS**
 - **REMAIN ASSIGNED TO CURRENT ORGANIZATION**
 - **ATTACHED TO USARF SCHOOL FOR TRAINING**
- **USAR OFFICERS**
 - **REMAIN ASSIGNED TO CURRENT ORGANIZATION**
 - **ATTACHED TO USARF SCHOOL FOR TRAINING**
- **AC OFFICERS**
 - **REMAIN ASSIGNED TO CURRENT ORGANIZATION**
 - **AFFILIATED WITH USARF SCHOOL FOR TRAINING**

PROFESSIONAL MILITARY EDUCATION TEST

TENTATIVE SCHOOL SITES

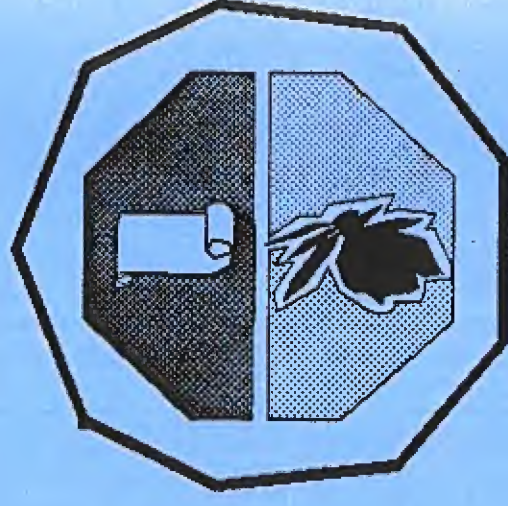
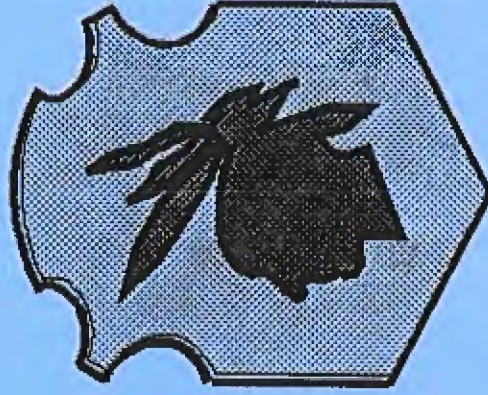
- NY, BROOKLYN - 1150
- NY, FLUSHING - 1154
- NY, SCHENECTADY - 1157
- NY, WEBSTER - 1159*
- NY, BRONX - 1163*
- VA, FT BELVOIR - 2070
- VA, RICHMOND - 2079*
- PA, PHILADELPHIA - 2072*
- PA, PITTSBURGH - 2073
- PA, HARRISBURG - 2090
- PA, SCRANTON - 2091
- IL, FT SHERIDAN - 5034*
- IL, BARTONVILLE - 5035
- NJ, EDISON - 1155*
- WI, MADISON - 5045*
- IN, INDIANAPOLIS - 5030*
- MN, EAGAN - 5042*
- MD, OWINGS MILLS - 2071
- OH, CINCINNATI - 2075
- OH, COLUMBUS - 2078
- MI, INKSTER - 5032
- MA, BOSTON - 1037

* OPTION 2 SCHOOLS
1 APR 94

OFFICE OF THE TEST MANAGER

98TH DIVISION COMMANDER'S CONFERENCE

FY 94



STATE OF THE DIVISION

**MG THOMAS W. SABO
COMMANDING**

The first part of the paper discusses the importance of the study of the history of the English language. It is a branch of linguistics which deals with the changes in the language over time. The second part of the paper discusses the importance of the study of the history of the English language. It is a branch of linguistics which deals with the changes in the language over time.

The third part of the paper discusses the importance of the study of the history of the English language. It is a branch of linguistics which deals with the changes in the language over time. The fourth part of the paper discusses the importance of the study of the history of the English language. It is a branch of linguistics which deals with the changes in the language over time.

The fifth part of the paper discusses the importance of the study of the history of the English language. It is a branch of linguistics which deals with the changes in the language over time. The sixth part of the paper discusses the importance of the study of the history of the English language. It is a branch of linguistics which deals with the changes in the language over time.

The seventh part of the paper discusses the importance of the study of the history of the English language. It is a branch of linguistics which deals with the changes in the language over time. The eighth part of the paper discusses the importance of the study of the history of the English language. It is a branch of linguistics which deals with the changes in the language over time.

The ninth part of the paper discusses the importance of the study of the history of the English language. It is a branch of linguistics which deals with the changes in the language over time. The tenth part of the paper discusses the importance of the study of the history of the English language. It is a branch of linguistics which deals with the changes in the language over time.

COMMANDERS' CONFERENCE FY 94

TIERED READINESS

FTS

TIER 1: 1A CRF1/CFP1 UNITS

1B MTMC/INSTALL AUGMENT UNITS

1C UNITS; LAD D+14 OR LESS

TNG \$

TIER 2: 2A CRF2/CFP2 UNITS

2B UNITS LAD D+15 OR D+30

2C DIVISION (EXERCISE)

MAINT
SPT

FORCE MOD

TIER 3: 3A RTS; AMSA/ECS; USARFs

3B OTHER UNITS IN DAMPL SEQ

TIER 4: INACTIVATING UNITS

EQUIP

FORCE
STRUCTURE

COMMANDER'S CONFERENCE FY 94

TIERED READINESS

TIER IA CRF1/CFP1 UNITS: 962D OD CO AMMO MOADS/PLS

TIER IIA CRF2/CFP2 UNITS: 969TH MAINT CO NON-DIV GS

277TH QM CO PETRO SUP LUPS

TIER IIIA RTS; AMSA/ECS;USARFS: 1157TH SCH USARF

1159TH SCH USARF

TIER IIIB ALL UNITS UNLESS OTHERWISE LISTED

TIER IV INACTIVATING UNITS: 1151ST SCH USARF

464TH EN BN CBT CORPS

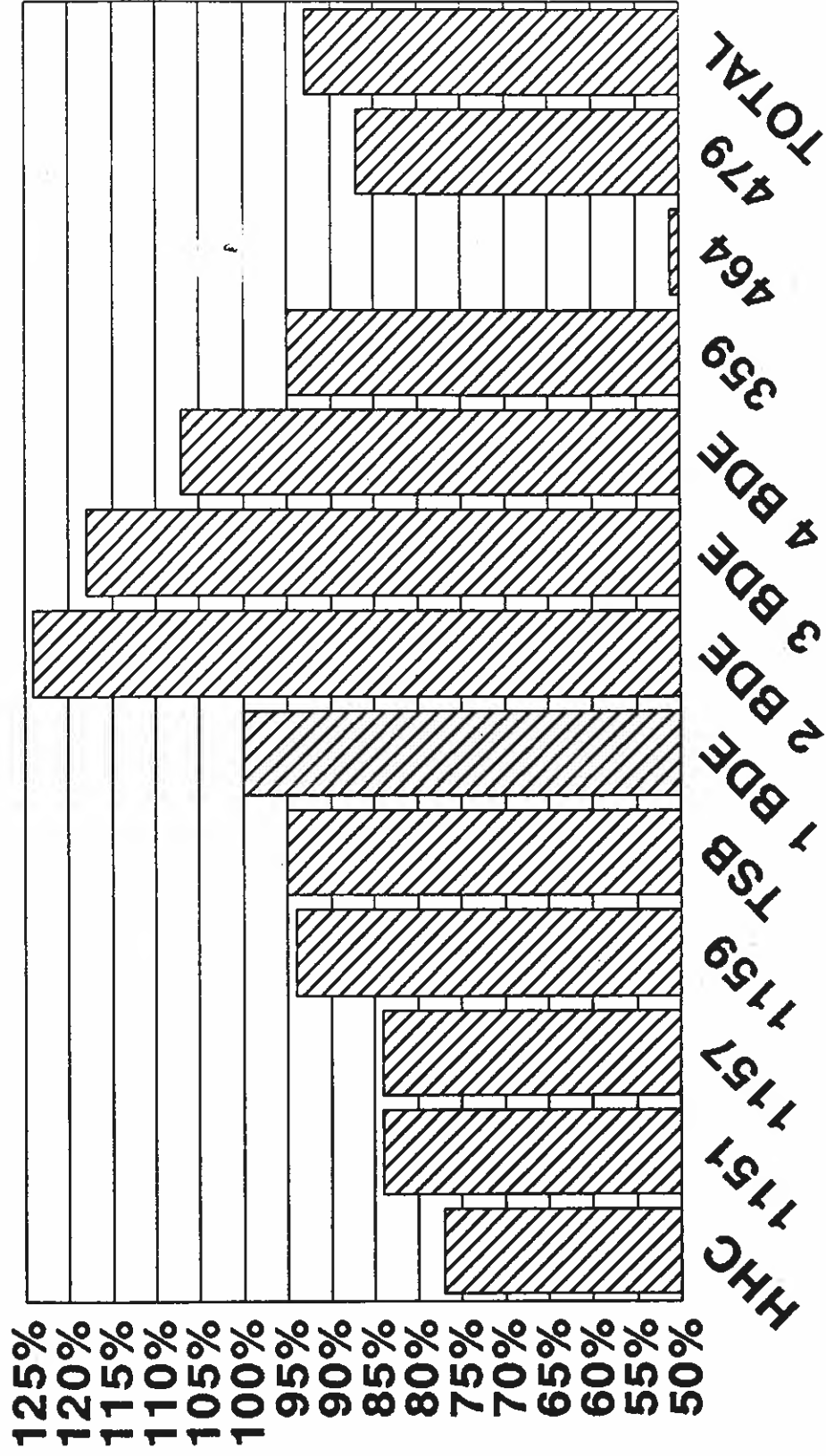
121ST CM DET DECON FA

409TH AG CO PER SVC

COMMANDER'S CONFERENCE FY 94

ASSIGNED STRENGTH VS. REQUIRED

(GOAL IS 90%)

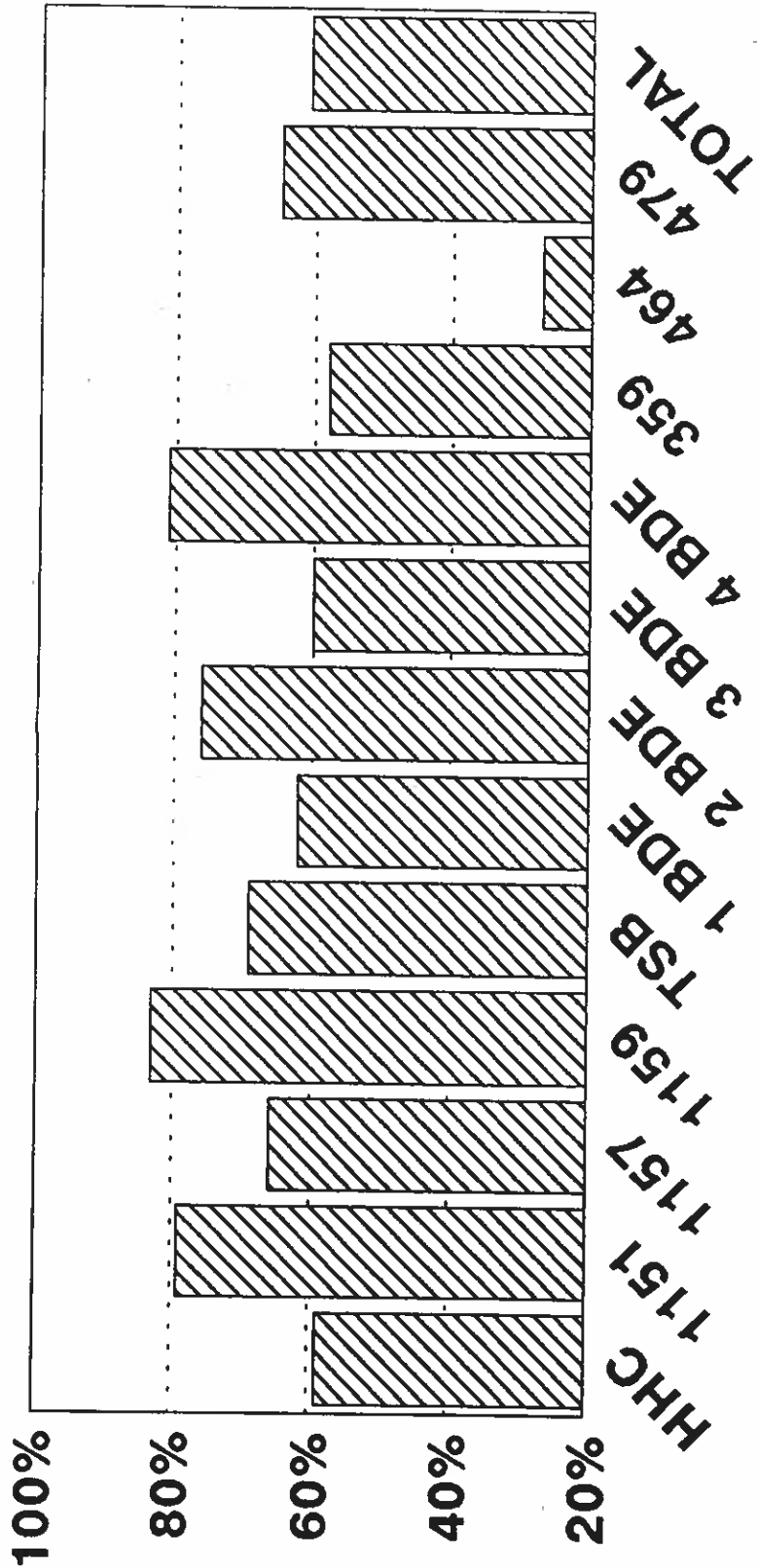


COMMANDER'S CONFERENCE FY 94

AGGREGATE READINESS INDICATORS

(GOAL 70% OR GREATER)

DMOSQ DEPL VS REQ



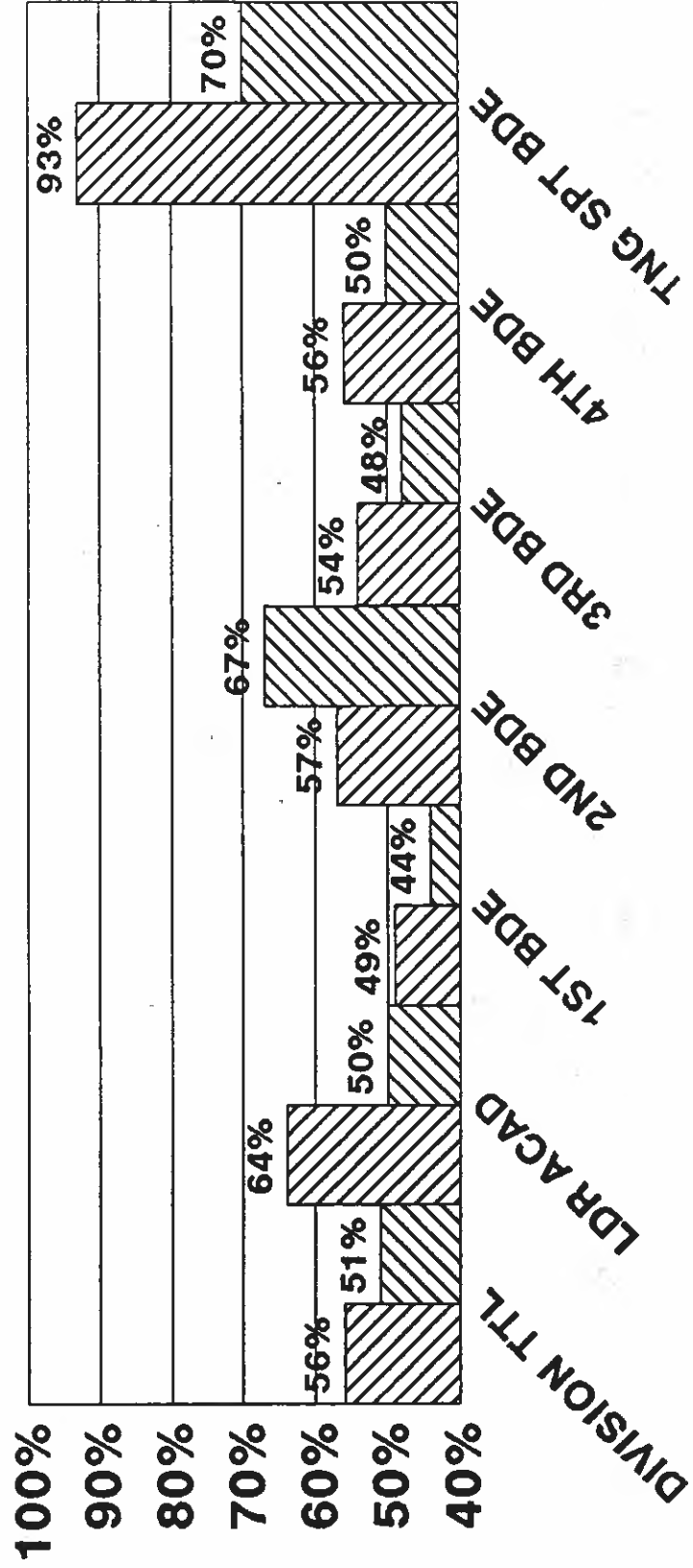
COMMANDER'S CONFERENCE FY 94

DRILL SERGEANT STRENGTH

COMPARED AMONG SUBORDINATE COMMANDS

"X" QUALIFIED VS "X" REQUIRED

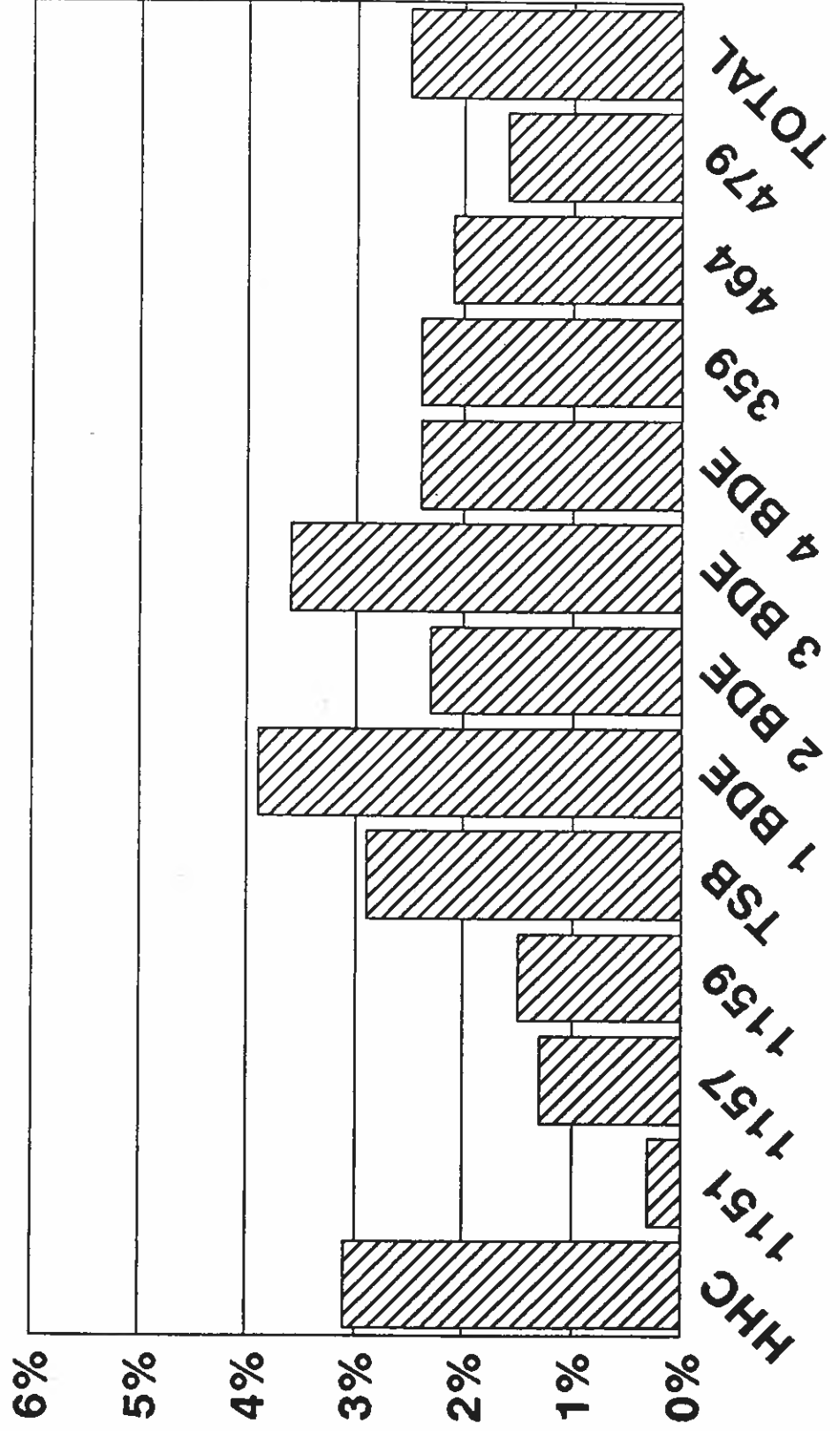
▨ % ENDING 4TH QTR FY 92 ▨ % ENDING 4TH QTR FY 93



COMMANDER'S CONFERENCE FY 94

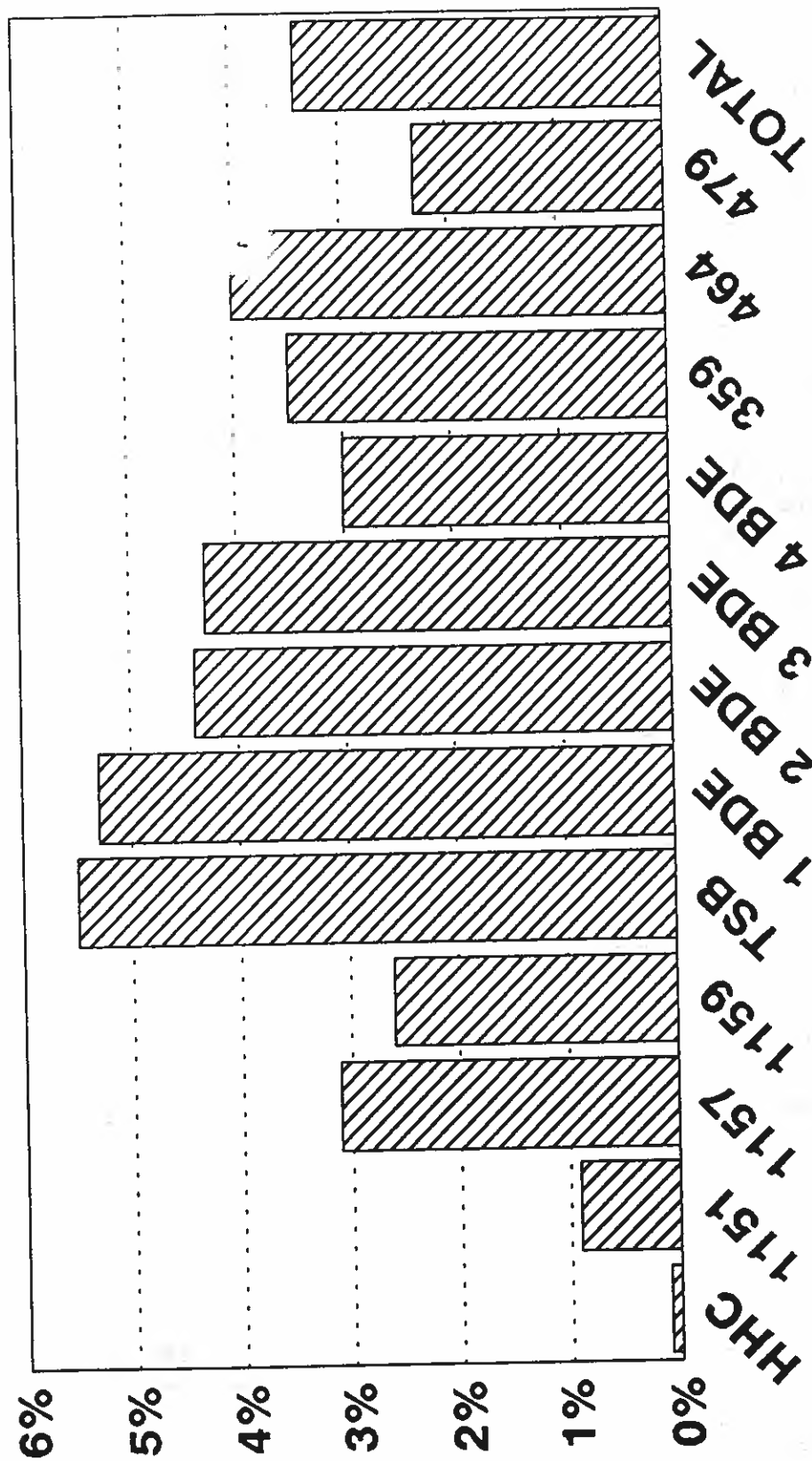
SIDPERS BLANK DATA

(GOAL NOT MORE THAN 2%)



COMMANDER'S CONFERENCE FY 94

SIDPERS INVALID DATA
(GOAL NOT MORE THAN 2%)

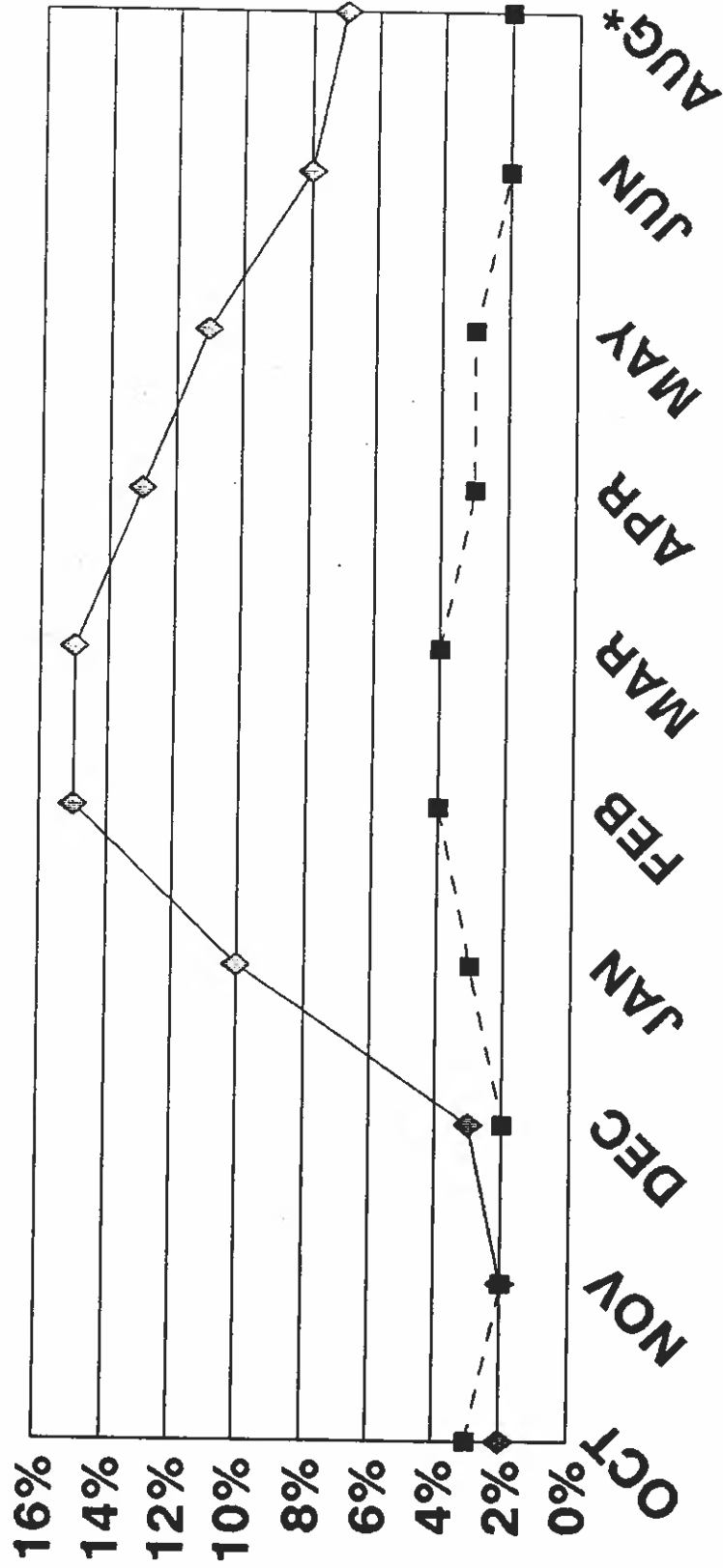


COMMANDER'S CONFERENCE FY 94

OER/NCOER DELINQUENCY PROCESSING RATE

OER GOAL (2%)/NCOER GOAL (5%)

■ OER RATE ◆ NCOER RATE



*NO JULY REPORT

OERDEL

COMMANDER'S CONFERENCE FY 94

FAMILY SUPPORT PROGRAM

STATUS OF COMMAND

UNIT	FS LIAISON	FS GROUP	UNIT	FS LIAISON	FS GROUP
HHC	YES	NO	2ND BDE	YES	NO
1151ST	YES	YES	1/390	YES	NO
1157TH	YES	YES	2/390	YES	YES
1159TH	YES	YES			
TSB	YES	NO	3RD BDE	YES	YES
1/391	YES	NO	1/392	YES	YES
2/391	YES	YES	2/392	YES	YES
3/391	YES	YES	3/392	YES	YES
			4/392	YES	YES
1ST BDE	YES	YES	4TH BDE	YES	YES
1/389	YES	NO	1/98	YES	YES
2/389	YES	YES	2/98	YES	YES
4/389	YES	YES	3/98	YES	YES
			4/98	YES	YES

COMMANDER'S CONFERENCE FY 94

FAMILY SUPPORT PROGRAM

STATUS OF COMMAND

UNIT	FS LIAISON	FS GROUP	UNIT	FS LIAISON	FS GROUP
359 SIG	YES	YES	479, HHC	YES	YES
332 ORD	YES	NO	CO A	YES	YES
962 ORD	YES	YES	CO B	YES	YES
969 MAINT	YES	YES	CO C	YES	YES
277 QM	YES	YES	CO D	YES	YES
413 S&S	YES	NO	770TH	YES	YES
1018TH	YES	YES			
1019TH	YES	YES			

COMMANDER'S CONFERENCE FY 94

OMAR BUDGET COMPARISON

	(000)		%	
	FY92	FY93	FY94	INC(DEC) FY94/FY93
CIV PAY	\$8706	\$9411	\$4366	(53.6) *
IM/POSTAGE	489	610	478	(21.6)
CENTERS	280	233	0	(100.0)
DIVISION HQ	130	430	0	(100.0)
PHONES	513	397	580	46.1
AMSA/ECS/DS-GS	417	1088	0	(100.0)
UNITS	2248	1548	1333	(13.9)
FAMILY SUPPORT	20	14	20	42.9
SMO	76	76	60	(21.1)
TOTAL	\$12879	\$13807	\$6837	(50.5)

* Civ Pay decrease reflects loss of AMSAs and ECS and payment of early retirements in FY93.

COMMANDER'S CONFERENCE FY 94

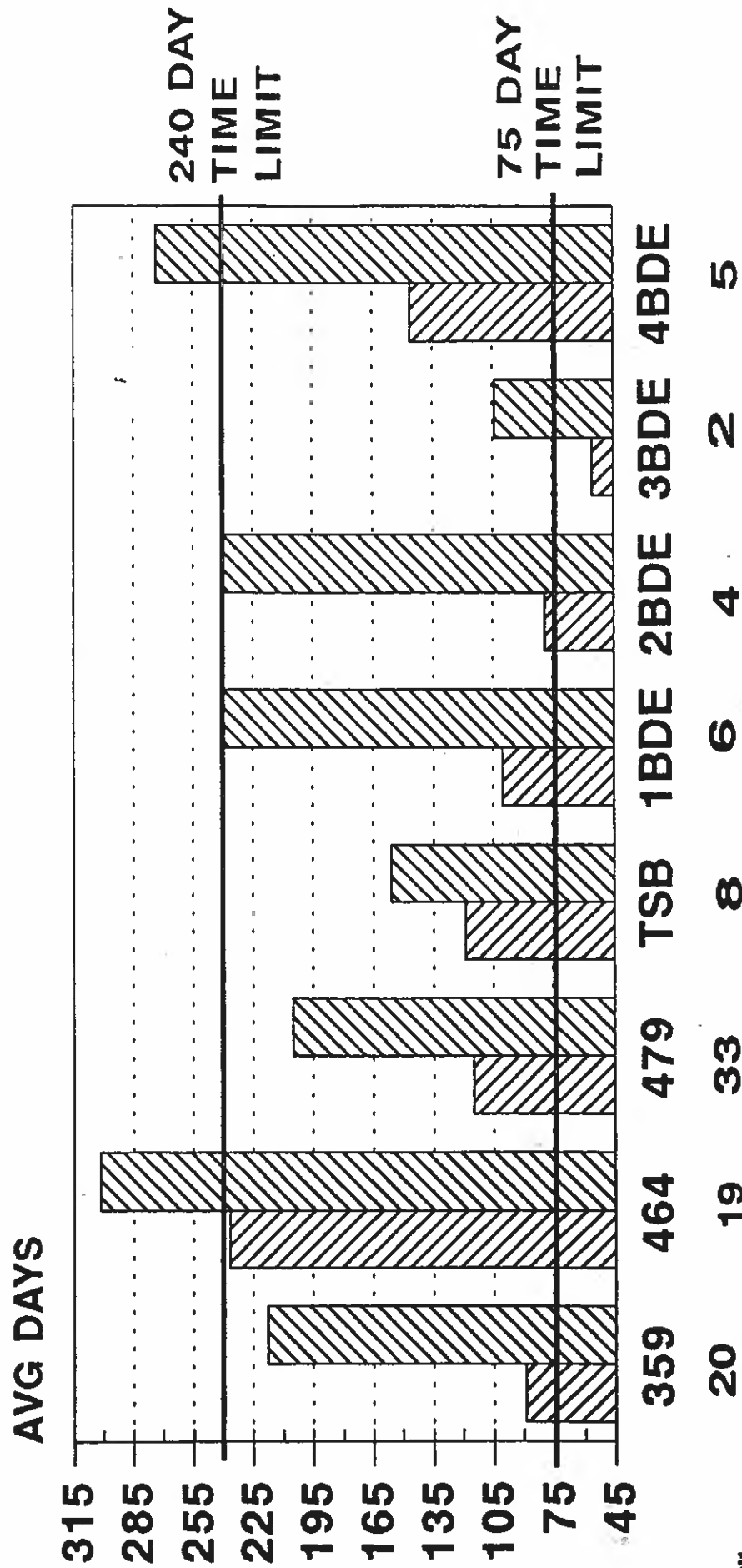
RPA COMPARISON

		(000)	%
	FY 92	FY 93	INC(DEC) FY 94 FY94/FY93
AT	\$6602	\$6378	\$5466 (14.3)
SCHOOLS	\$1599	\$1246	\$1075 (13.7)
ADSW	\$1517	\$1056	\$ 512 (51.5)
TOTAL	\$9718	\$8680	\$7053 (18.7)

COMMANDER'S CONFERENCE FY 94

FY 93 REPORTS OF SURVEY INITIATING AND PROCESSING TIME

INITIATING TIME PROCESSING TIME

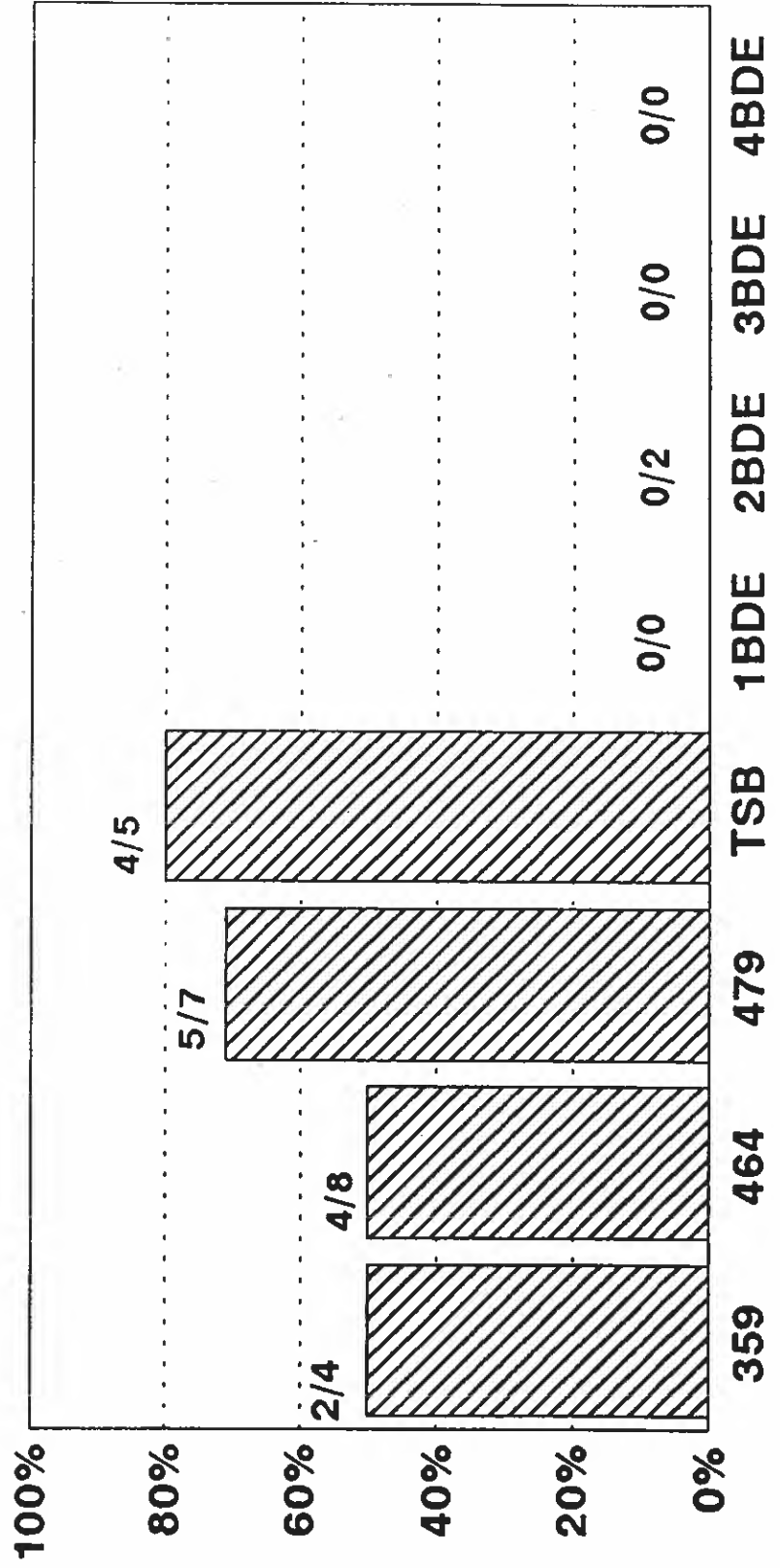


COMMANDER'S CONFERENCE FY 94

REPORTS OF SURVEY

STILL OPEN AS OF 1 OCT 93

 OLDER THAN 240 DAYS

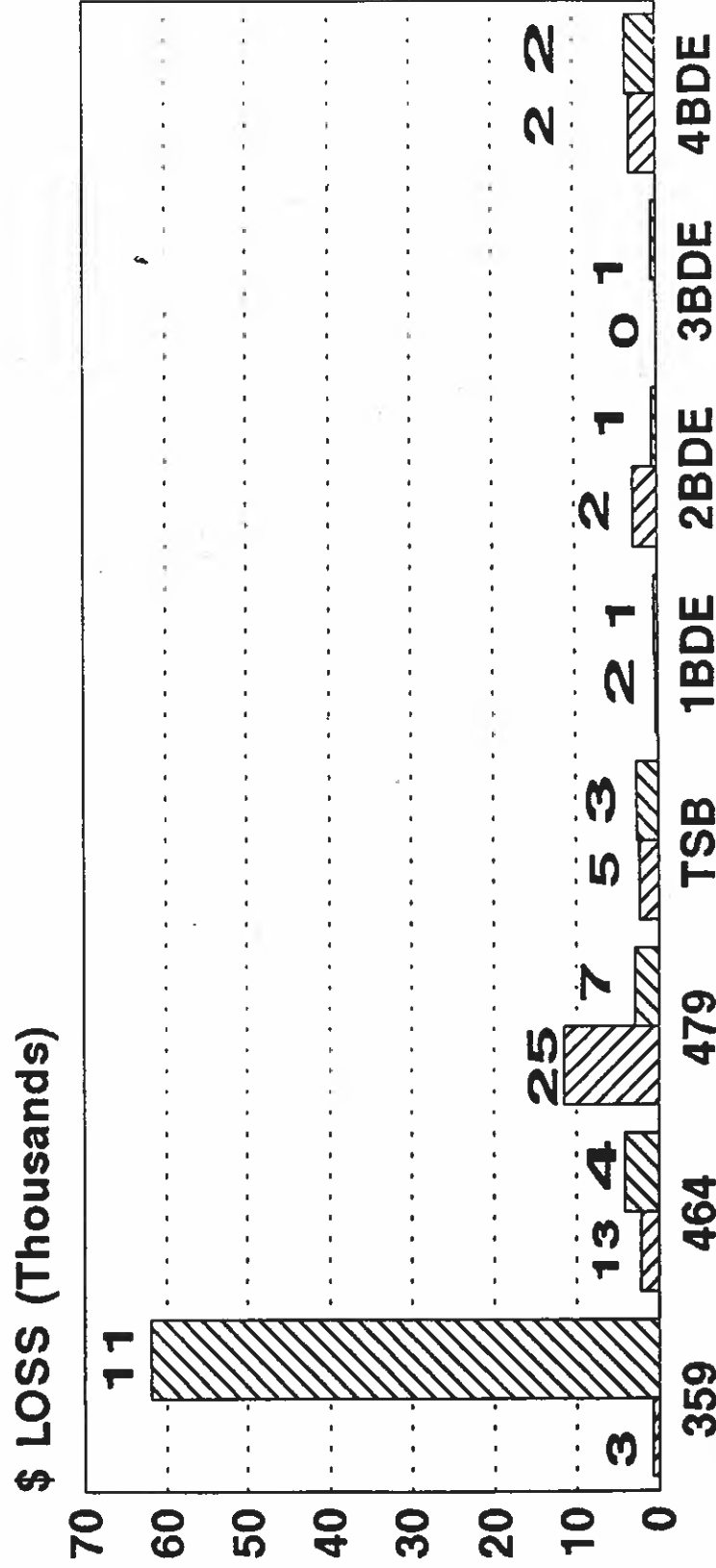


COMMANDER'S CONFERENCE FY 94

REPORTS OF SURVEY

CHARGE TO INDIVIDUAL VS GOVERNMENT

 CHARGED TO INDIVIDUAL
  LOSS TO GOVERNMENT
 1 OCT 1992 - 30 SEP 1993



NOTE 15 R/S CANCELLED. EQUIPMNT RECOVERED.

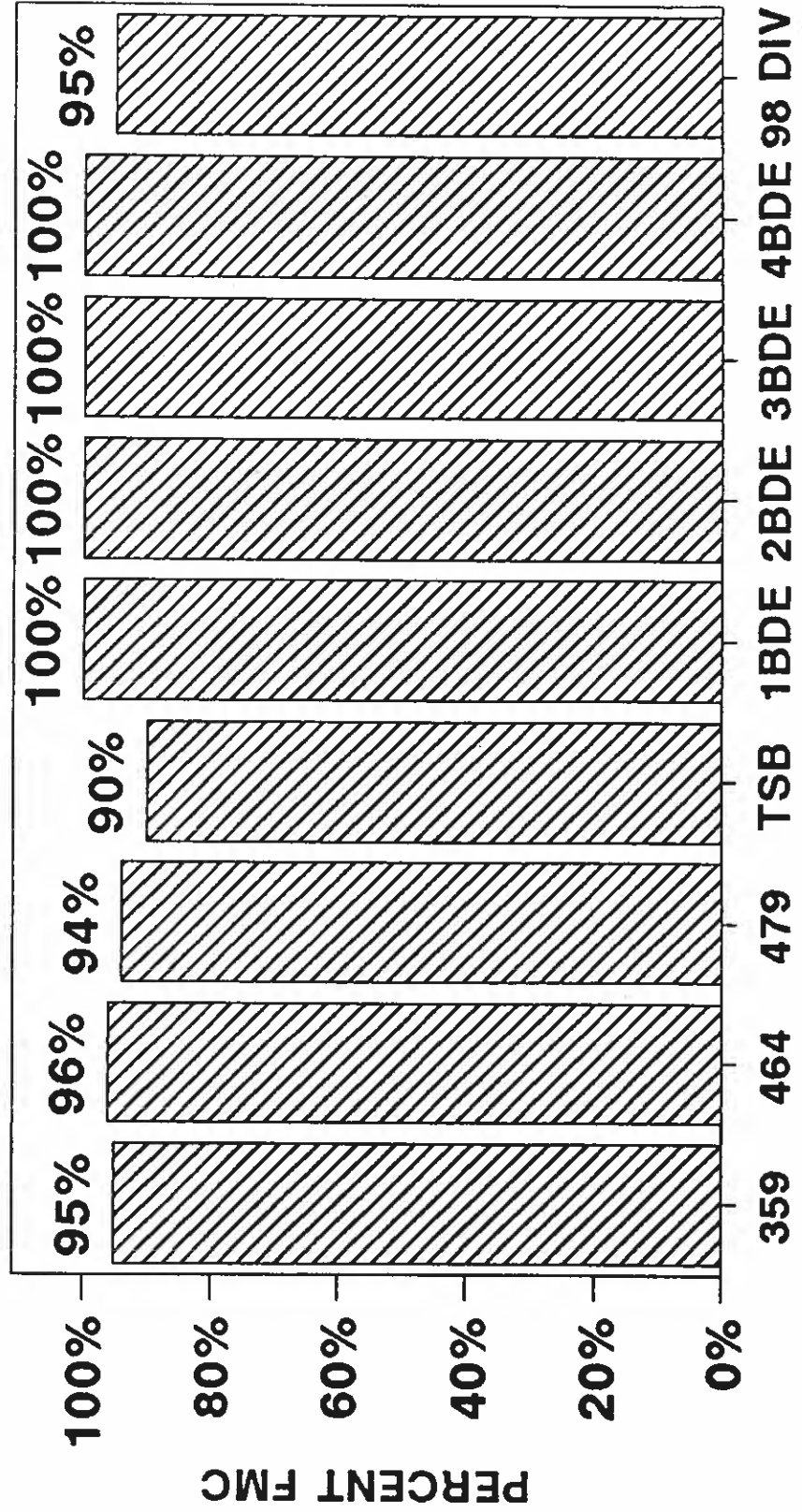
#'s INDICATE NUMBER OF SURVEYS

LOSSDATA

COMMANDER'S CONFERENCE FY 94

98TH DIVISION FMC RATE

FMC RATE 4QTR



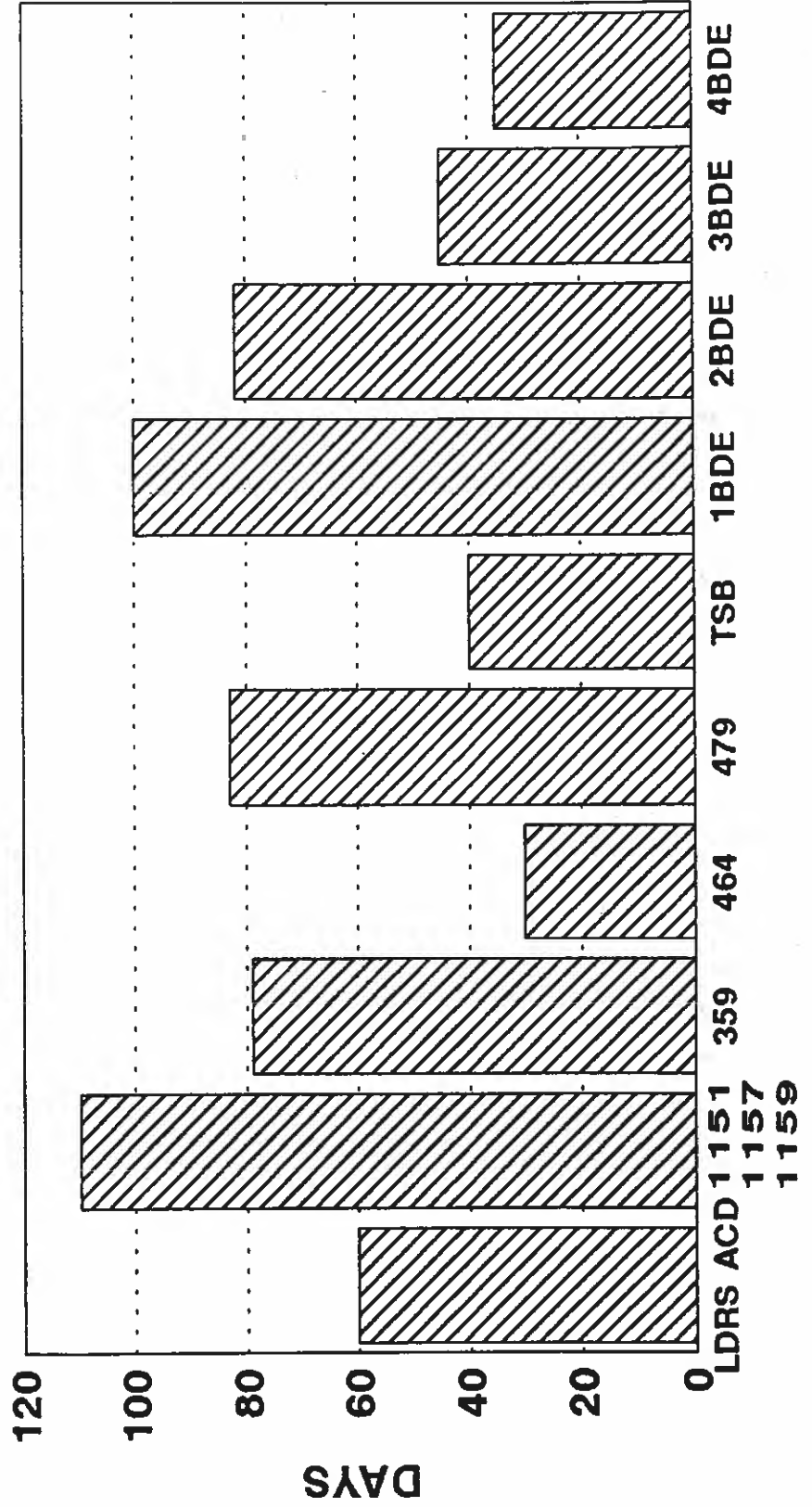
COMMANDER'S CONFERENCE FY 94

ANNUAL TRAINING MOVEMENT PLANS

AVERAGE SUBMISSION TIMES BY MSC

 DAYS PRIOR TO AT

REQUIREMENT: SUBMIT 120 DAYS PRIOR TO ANNUAL TRAINING.



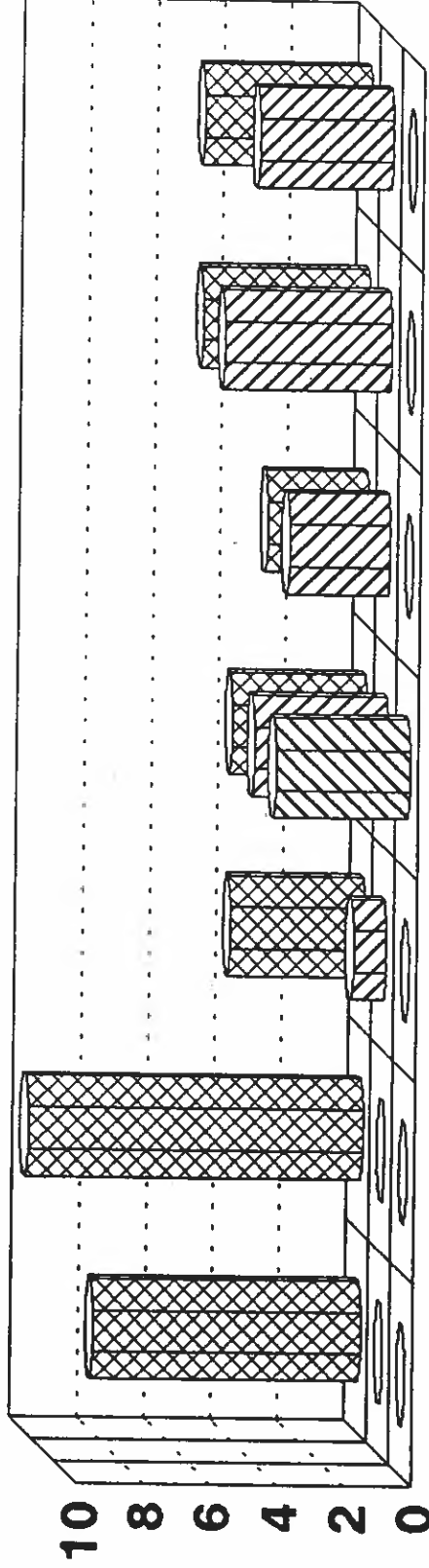
COMMANDERS' CONFERENCE FY 94

DIVISION MOB PLANS

BY MSC AS OF 14 SEP 93

 Approv
  Rec'd
  Req'd

NUMBER



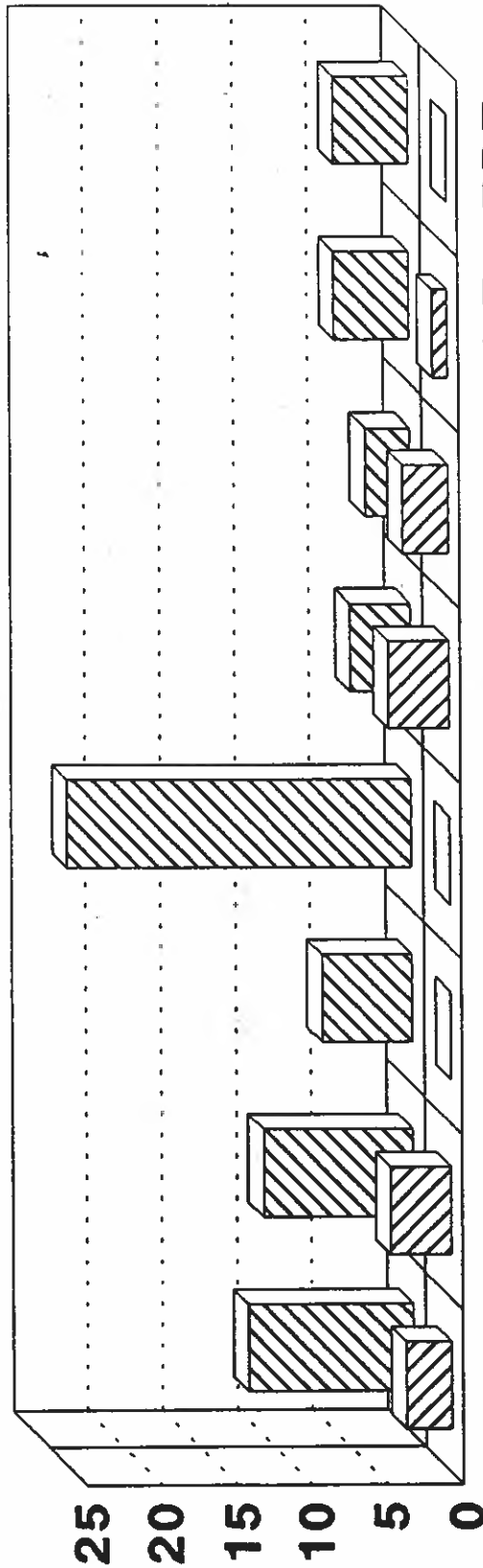
	HQ98	359	TSB	1BDE	2BDE	3BDE	4BDE
Req'd	8	10	4	4	3	5	5
Rec'd	0	0	1	4	3	5	4
Approv	0	0	0	4	0	0	0

COMMANDERS' CONFERENCE FY 94 AUTOMATED UNIT EQUIPMENT LIST UPDATE

BY MSC AS OF 14 SEP 93

☒ Rec'd
 ☒ Req'd

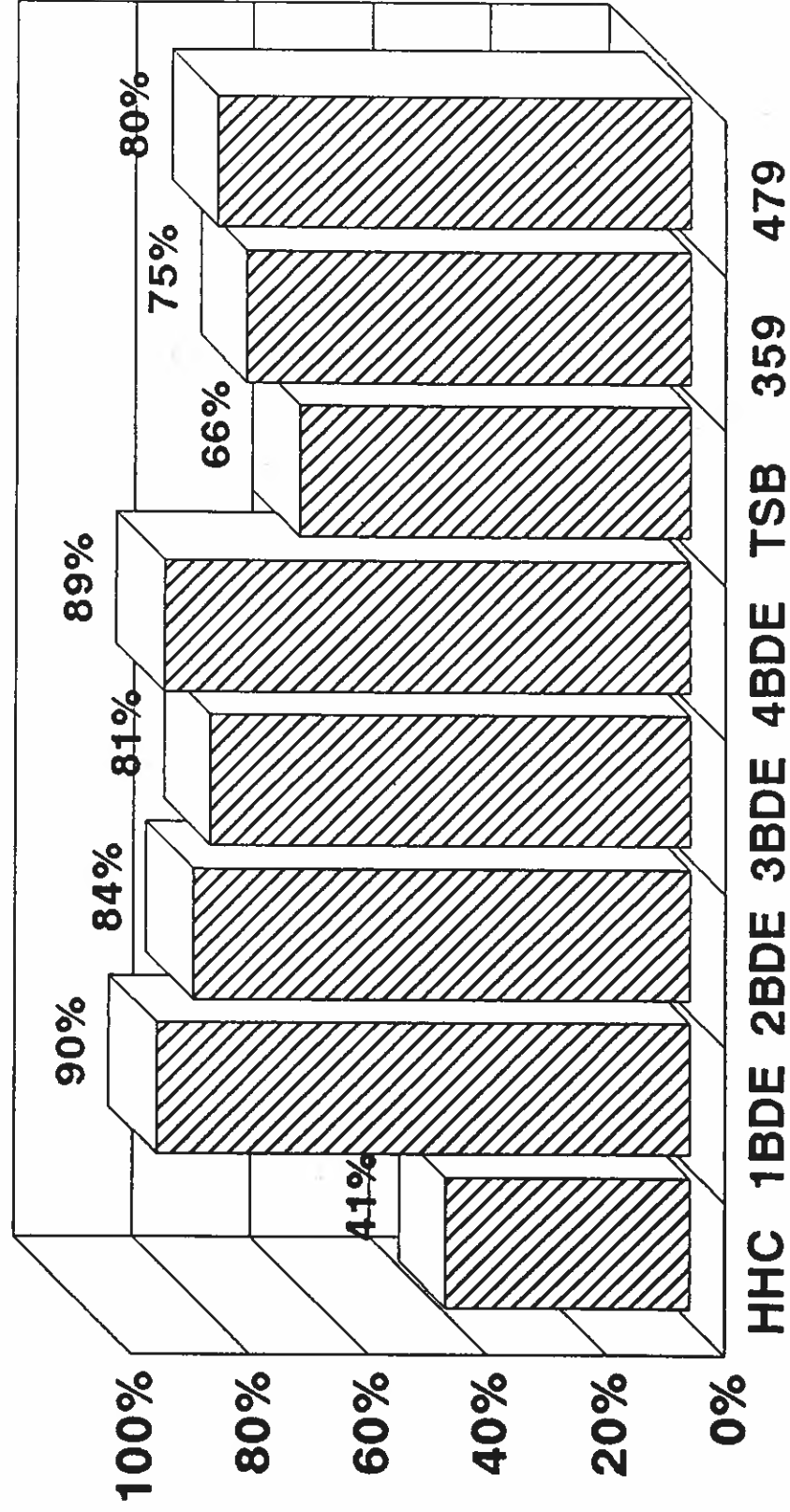
NUMBER



Req'd	11	10	6	23	4	3	5	5
Rec'd	3	4	0	0	4	3	1	0

COMMANDER'S CONFERENCE FY 94 INDIVIDUAL WEAPONS QUALIFICATION % QUALIFIED

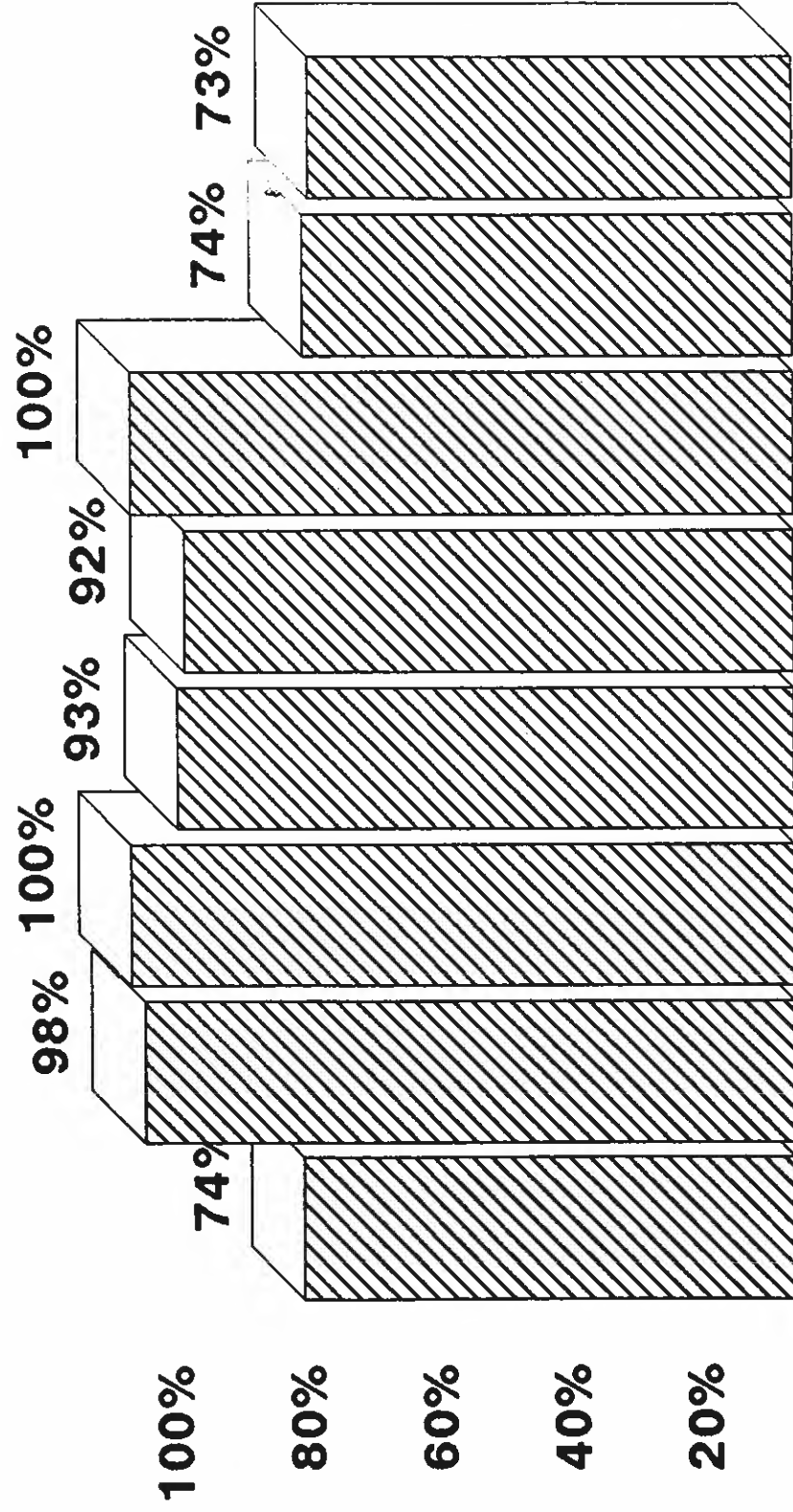
PERCENT QUALIFIED



COMMANDER'S CONFERENCE FY 94

INDIVIDUAL WEAPONS QUALIFICATION

% AMMO CONSUMED VS. ALLOCATED

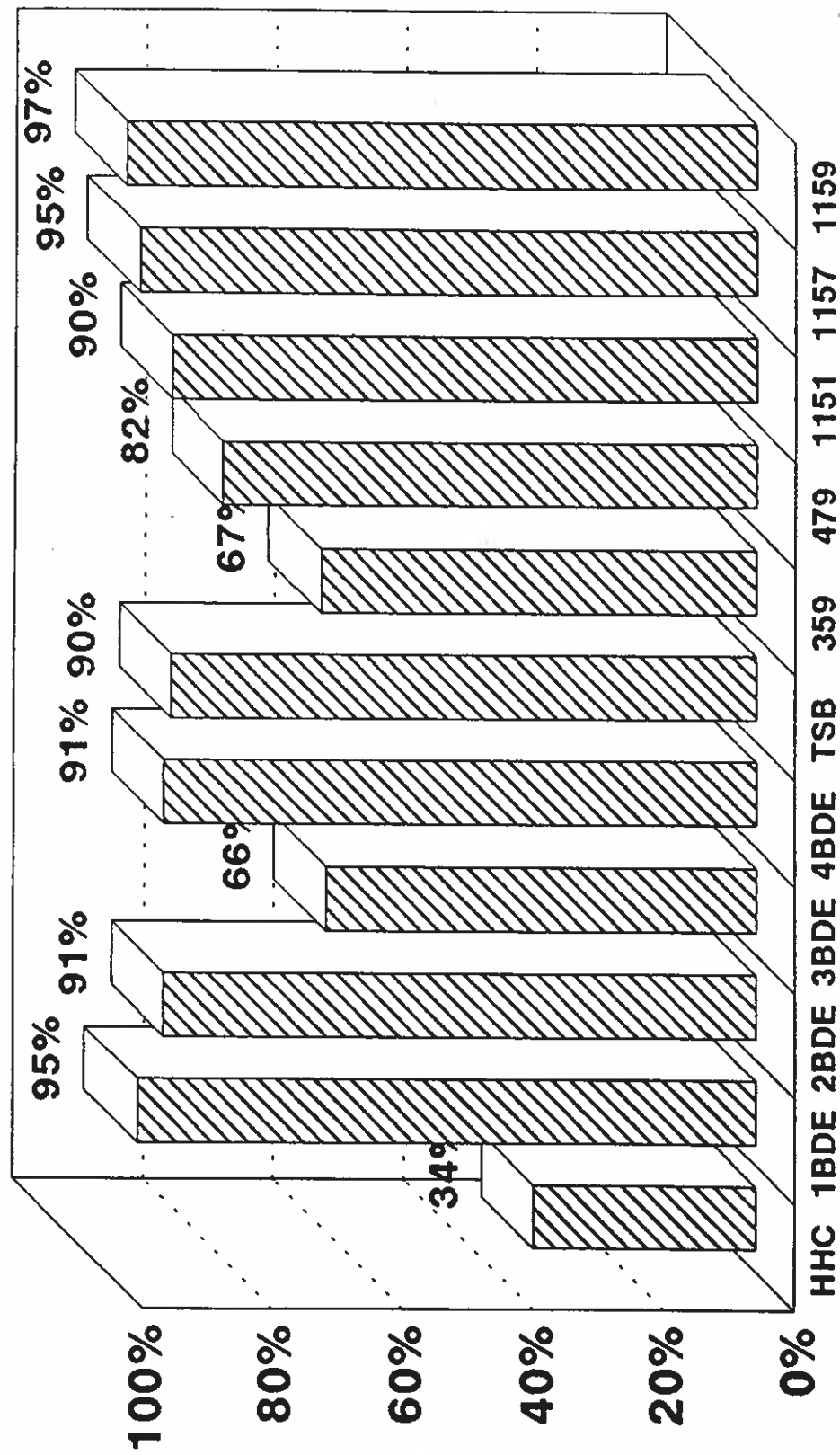


HHC 1 BDE 2 BDE 3 BDE 4 BDE TSB 359TH479TH

COMMANDER'S CONFERENCE FY 94

COMMON TASK TESTING

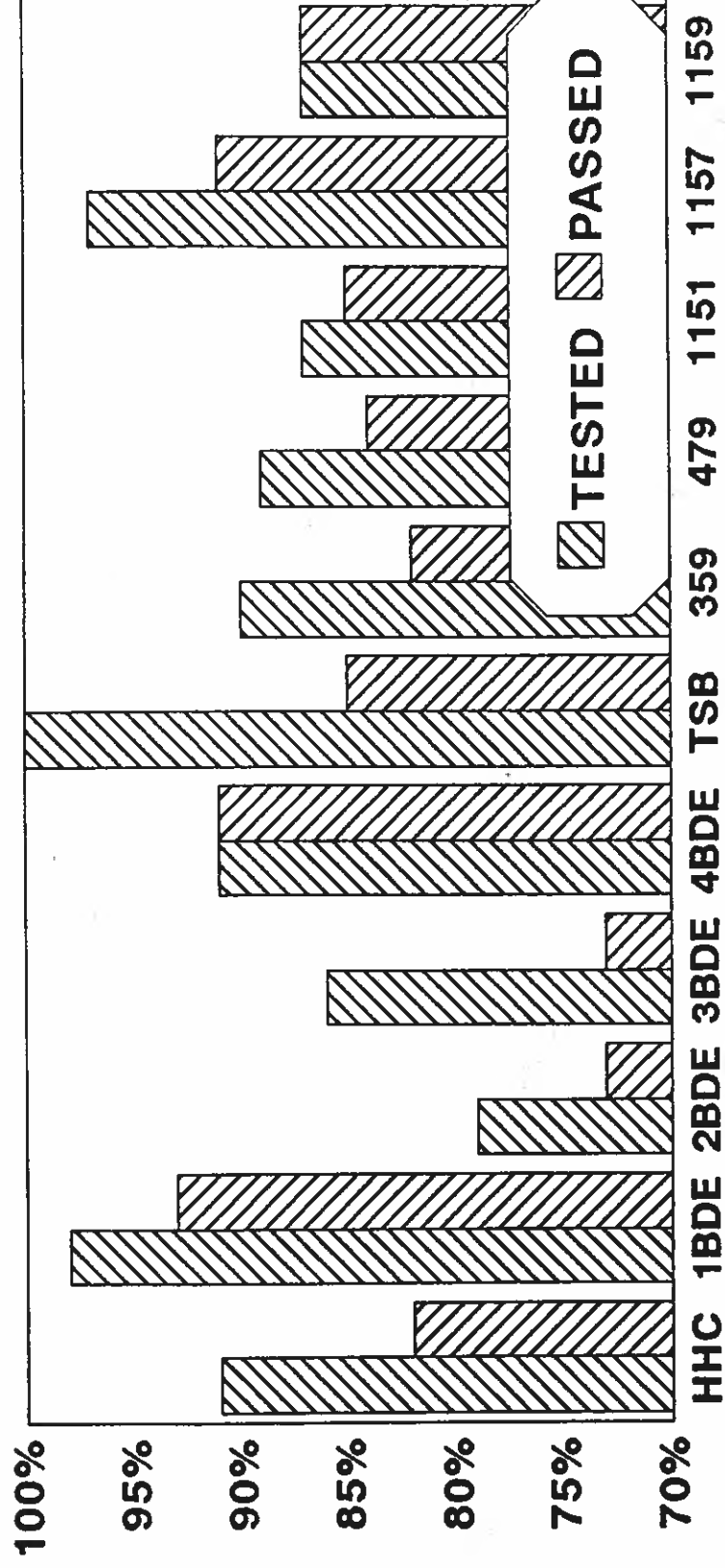
% OF ELIGIBLE TESTED



COMMANDER'S CONFERENCE FY 94

ARMY PHYSICAL FITNESS TEST

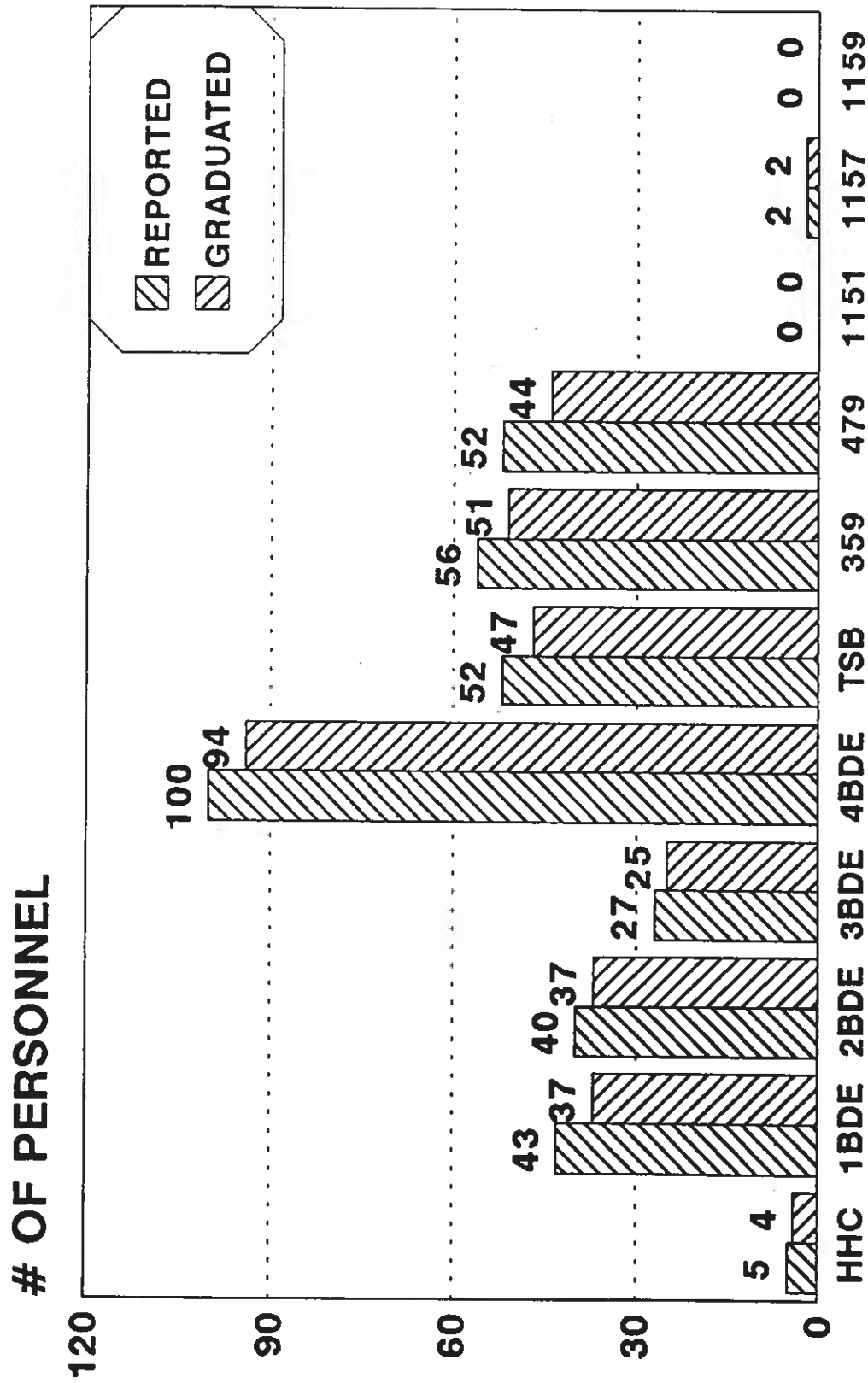
% ELIGIBLE TESTED/PASSED



TESTED	91%	98%	79%	86%	91%	100%	90%	89%	87%	97%	87%
PASSED	82%	93%	73%	73%	91%	85%	82%	84%	85%	91%	87%

COMMANDER'S CONFERENCE FY 94

PLDC - REPORTED VS. GRADUATED

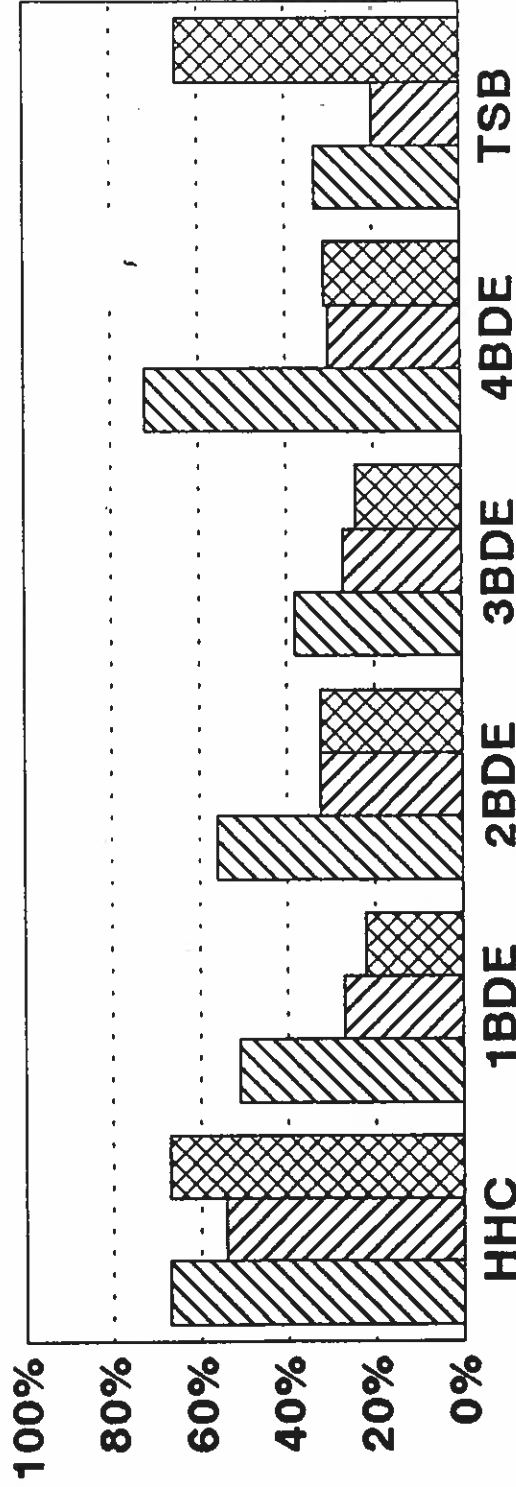


COMMANDER'S CONFERENCE FY 94

NCOES COMPLETION RATE

ORGANIC MSC'S

 SPC/SGT PLDC
  SSG BNCOC
  SFC ANCOC



SPC/SGT PLDC	67%	51%	56%	38%	72%	33%
SSG BNCOC	54%	27%	32%	27%	30%	20%
SFC ANCOC	67%	22%	32%	24%	31%	65%

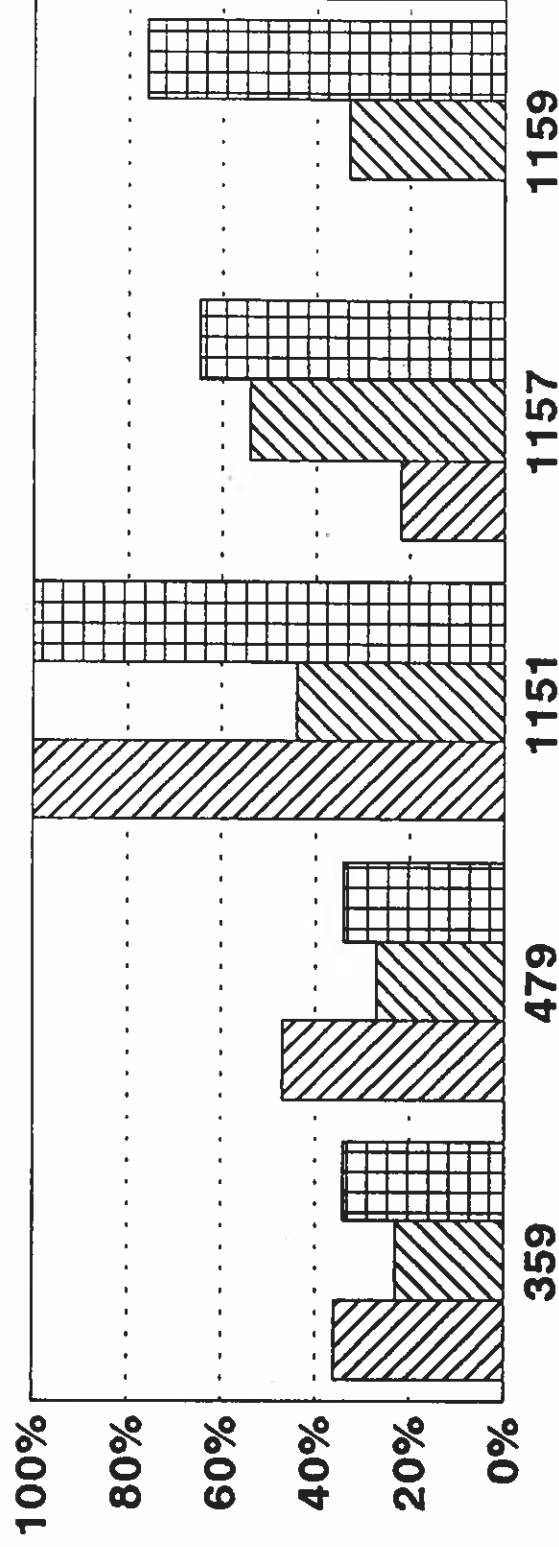
% COMPLETED AT GRADE REQUIRED

COMMANDER'S CONFERENCE FY 94

NCOES COMPLETION RATE

NON-ORGANIC MSC'S

SPC/SGT PLDC SSG BNCOC SFC ANCOC



SPC/SGT PLDC	36%	47%	100%	22%	0%
SSG BNCOC	23%	27%	44%	54%	33%
SFC ANCOC	34%	34%	100%	65%	76%

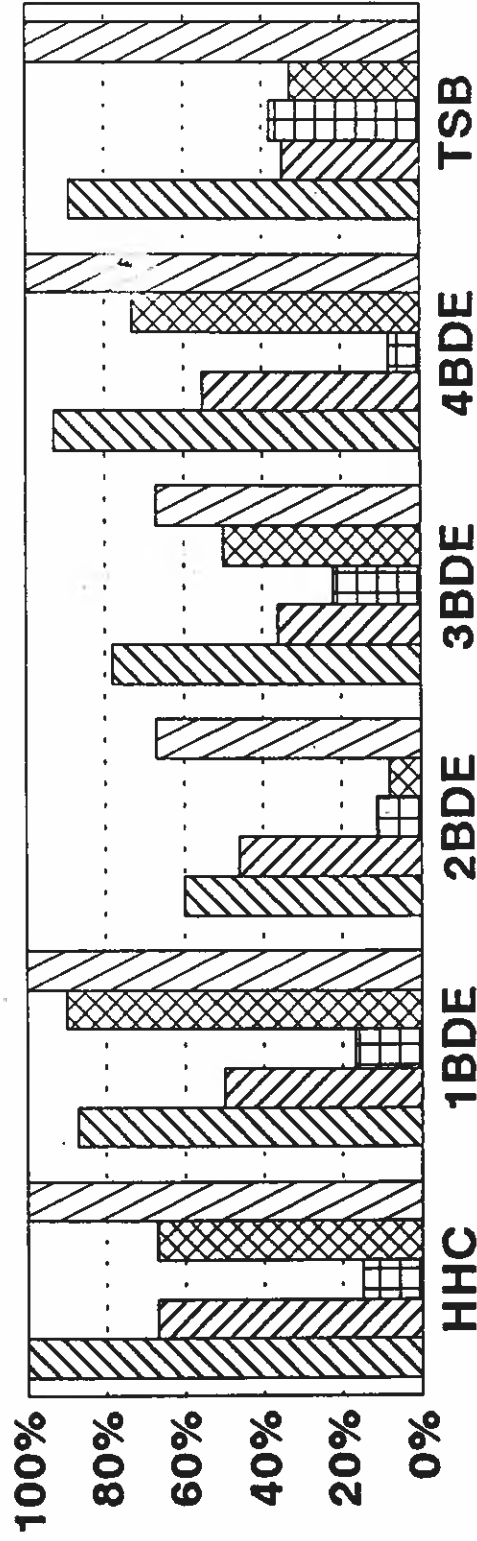
% COMPLETED AT GRADE REQUIRED

COMMANDER'S CONFERENCE FY 94

OES COMPLETION RATE

ORGANIC MSC'S

 2LT OBC
  1LT OAC
  CPT CAS3
  MAJ CGSC (50%)
  LTC CGSC (100%)



2LT OBC	100%	87%	60%	78%	93%	89%
1LT OAC	67%	50%	46%	36%	55%	35%
CPT CAS3	15%	17%	11%	22%	8%	38%
MAJ CGSC (50%)	67%	90%	8%	50%	73%	33%
LTC CGSC (100%)	100%	100%	67%	67%	100%	100%

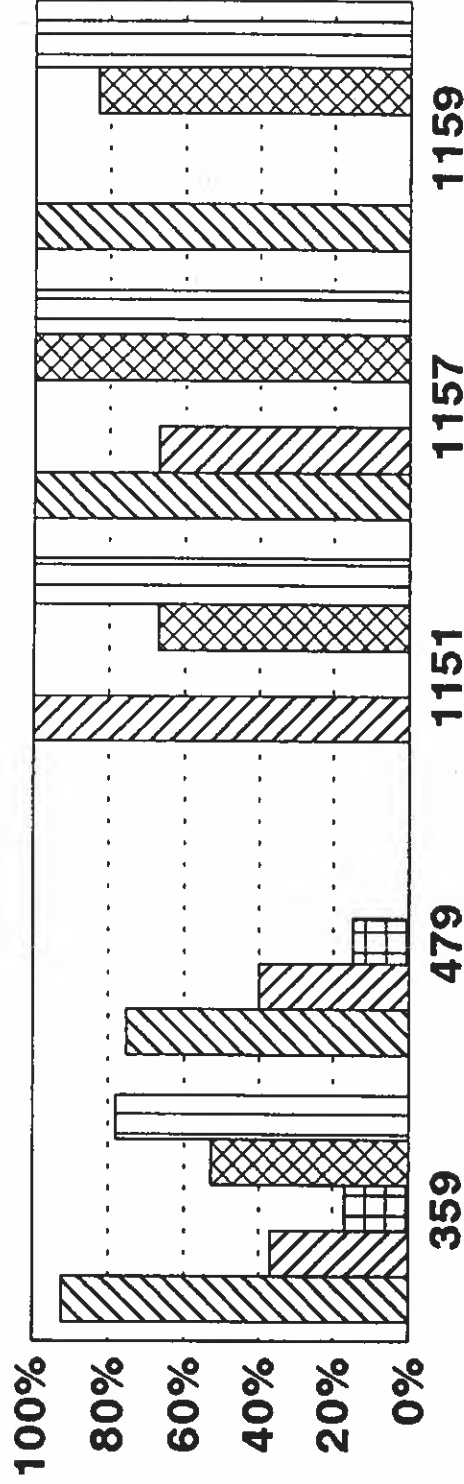
% COMPLETED AT GRADE REQUIRED

COMMANDER'S CONFERENCE FY 94

OES COMPLETION RATE

NON-ORGANIC MSC'S

 2LT OBC
  1LT/CPT OAC
  CPT CAS3
  MAJ CGSC (50%)
  LTC CGSC (100%)



2LT OBC	92%	75%	0%	100%	100%
1LT/CPT OAC	37%	40%	100%	67%	0%
CPT CAS3	17%	15%	0%	0%	0%
MAJ CGSC (50%)	53%	0%	67%	100%	83%
LTC CGSC (100%)	78%	0%	100%	100%	100%

COMMANDER'S CONFERENCE FY 94

FY 93 TRAINING MISSIONS

WHO	WHAT	WHERE
VARIOUS UNITS	SAPPER SURGE	FLW
TSB	ROTC	FORT BRAGG
962ND/969TH	ORE	FT DRUM/SEAD
359 SC BDE	ODT	JAPAN/KOREA
VARIOUS UNITS	CALL FORWARD	FLW
VARIOUS UNITS	RTUP	CAMP GRAFTON
3RD BDE	IROQUOIS SAPPER	SEAD

COMMANDER'S CONFERENCE FY 94

FY 93 2-R COMMON DEFICIENCIES

- **INADEQUATE AIMS TRAINING (RECURRING)**
- **14 DAY AT RESTRICTION**
- **PHYSICAL TRAINING (RECURRING)**
- **COMMAND & CONTROL**
- **TRAINING MANAGEMENT (RECURRING)**
- **NOT TRAINING AN ENTIRE POI (RECURRING)**
- **APPEARANCE**
- **METL ASSESSMENT**
- **LEADER DEVELOPMENT (RECURRING)**

COMMANDER'S CONFERENCE FY 94

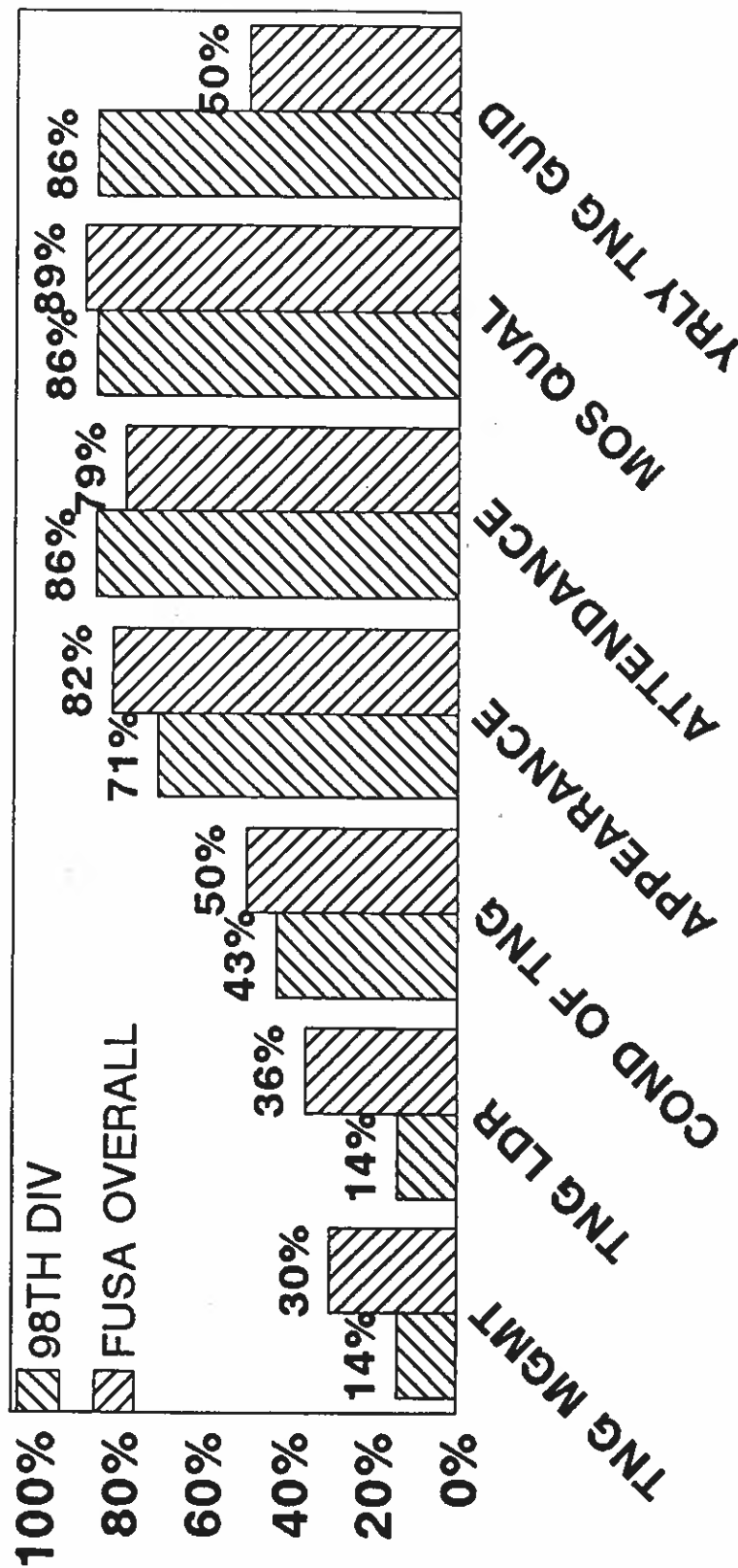
FY 93 TAM COMMON DEFICIENCIES

- **PMCS - 1ST LINE LEADER SUPERVISION**
- **KNOWLEDGE OF COMPANY FSOP**
- **SURVIVABILITY SKILLS, UNIT AND INDIVIDUAL (RECURRING)**
- **LACK OF NBC PRACTICAL EXERCISES (RECURRING)**
- **TROOP LEADING PROCEDURES**
- **KNOWLEDGE OF MTP (RECURRING)**
- **PHYSICAL FITNESS**

COMMANDER'S CONFERENCE FY 94

TRAINING EVALUATIONS

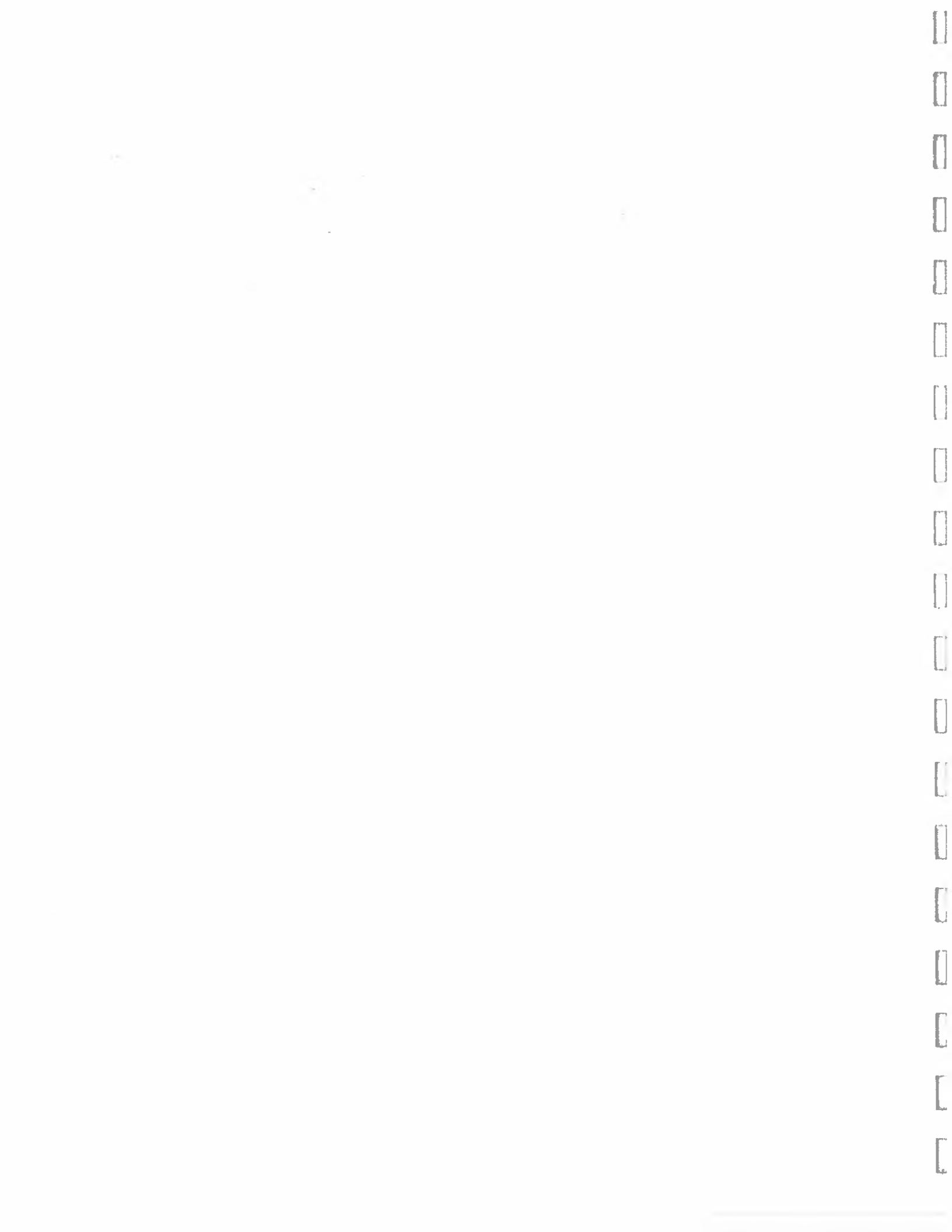
DIVISION COMPARED TO FUSA OVERALL



RATED AREAS

COMMANDER'S CONFERENCE COMMON TRAINING MANAGEMENT DEFICIENCIES (MSC LEVEL)

- SUBORDINATE UNIT'S NEAR-TERM PLANNING IS NOT BEING EFFECTIVELY SUPERVISED TO ENSURE:
 - ✓ PRE-EXECUTION CHECKS WHICH VERIFY TRAINER PREPAREDNESS AND RESOURCING TAKE PLACE
 - ✓ TRAINING MEETINGS ARE CONDUCTED IAW FM 25-101
- TRAINING EVALUATION RESULTS FOR COMMON MILITARY SUBJECTS (APFT, CTT, WPNS QUAL, ETC..) IS NOT EFFECTIVELY TRACKED
- SUBORDINATE UNIT TRAINING IS NOT BEING EFFECTIVELY INSPECTED/EVALUATED TO ENSURE COMPLIANCE WITH PERFORMANCE ORIENTED TRAINING (POT) REQUIREMENTS



COMMANDER'S SEMINAR NOTES



COMMANDER'S SEMINAR NOTES



COMMANDER'S SEMINAR NOTES



COMMANDER'S SEMINAR NOTES

